



Michigan's Workforce Investment Act Annual Report

July 2000 – June 2001

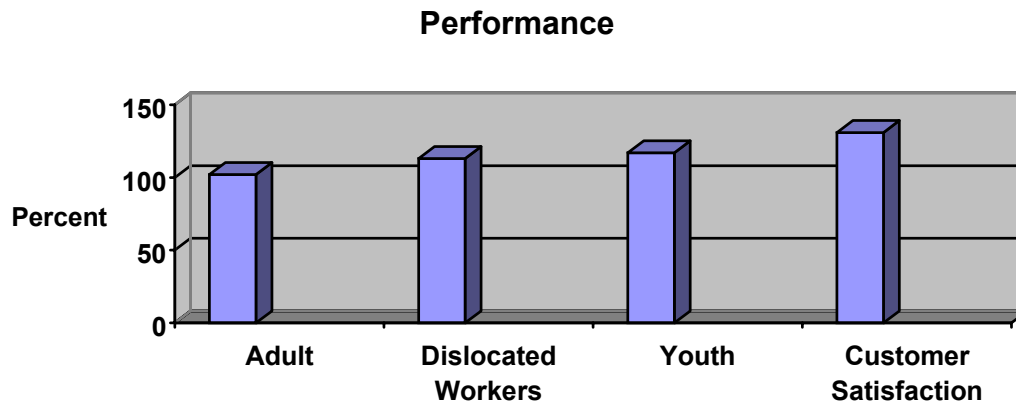
EXECUTIVE SUMMARY

Michigan experienced a successful transition and first year administration of Workforce Investment Act (WIA), primarily because Michigan had many similar initiatives in place prior to the enactment of WIA. Examples of some of the state initiatives that led to the efficient transition into WIA include the Michigan Works! System, Michigan Works! Service Centers, and Mystery Shopper/Mystery Stopper Program.

Further enhancement of the Michigan Works! System was possible with the enactment of WIA. The state utilized its WIA available funding for various statewide activities. Among the activities are:

- Assisting in the operation of the one-stop delivery system;
- Disseminating a state list of eligible providers of training services, (the Career Education Consumer Report System);
- Conducting evaluations of activities, (the Mystery Shopper/Mystery Stopper Program);
- Operating a fiscal and management accountability system, (One-Stop Management Information System); and
- Capacity building and technical assistance to local areas.

Due to Michigan implementing state initiatives that mirrored many aspects of WIA, the state and the local areas experienced high performance levels. As the table illustrates, performance for the first year of WIA has resulted in Michigan exceeding the negotiated performance levels in the Adult, Dislocated Worker, and Youth Programs, as well as the Customer Satisfaction measures.



BACKGROUND

Executive Order 1994-26 transferred all applicable federal human resource programs into one department, creating the Michigan Jobs Commission (MJC). The department is now referred to as the Michigan Department of Career Development.

With the assistance of the MJC, January 1996 saw the creation of Workforce Development Boards (WDBs) in each the state's 25 Michigan Works! Agencies (MWAs). The map below shows the locations of each of the MWAs.



Local elected officials make appointments to the WDBs. The Governor certifies the appointments. The recruiting process, emphasis finding community leaders to serve as board members. The boards have strong private leadership, with the chair of the board being from that sector. Individuals serving on these boards cannot be employees or representatives of organizations receiving funding administered by the boards.

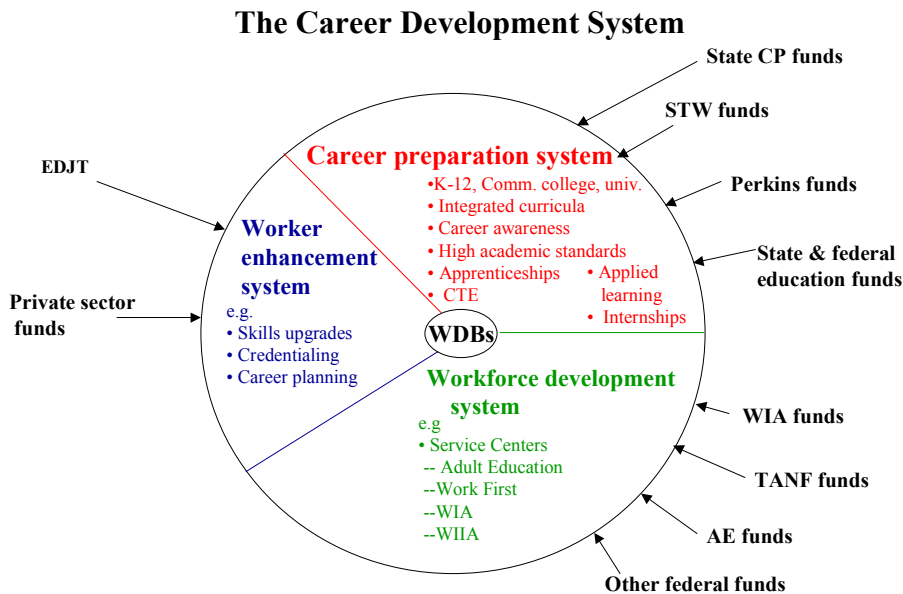
In April of 1995, state policy required the development of One-Stop Service Centers, hereinafter referred to as Michigan Works! Service Centers (MWSCs). The Michigan Works! System Minimum Standards serve as a “base guideline” for requirements of the MWSCs. The requirements include the identification of services provided at the one-stops, system design, system governance, local system configuration, and identification of the function/responsibilities of the WDB. In 1997, MWSCs requirements included the creation of partnerships with numerous programs and services to establish a collaborative approach to deliver services. An update to the Minimum Standards in 1999 took the system further by requiring collocation of partners and programs.

In April of 1999, Governor John Engler created the Michigan Department of Career Development (MDCD) through Executive Order 1999-1. Initially MDCD included three agencies: Office of Workforce Development, Michigan Rehabilitative Services, and the Employment Service Agency. A subsequent executive order in 1999 transferred Career and Technical Education Services, Postsecondary Services, and Adult Education from the Department of Education to MDCD. With this transfer, MDCD was given the capability to address the vitally important topic of career development for all Michigan residents.

The mission
of the MDCD is to
continuously improve
the Career Development System
that produces a workforce with the
required skills to maintain and
enhance the Michigan economy.

MICHIGAN WORKS! SYSTEM

The MDCD is the state government agency charged with developing and continuously improving the Career Development System that produces a workforce with the required skills to maintain and enhance the Michigan economy. MDCD works with employers, K-12 schools, community colleges, and local workforce development boards to ensure that the career development system is comprehensive.



The Michigan Works! System is a comprehensive sub-system within the Career Development System composed of a collaboration of service providers who collectively deliver many programs and services that prepare people for career and jobs.

The system focuses on providing information and resources to enable employers, job seekers, and students to successfully compete in today's economy and achieve economic security.

Goals of the Michigan Works! System include:

- Providing employers with a supply of skilled workers that are recruited in a friendly and responsive way; and
- Providing a seamless system of programs and services to allow workers to advance their knowledge and skills through an understandable and easy to navigate system.

The Michigan Works! System is governed locally by a partnership between WDBs and Local Elected Officials (LEOs). Responsibilities of the partnership include the design of a local system that meets the customer's needs.

The Michigan Works! System oversees approximately 100 MWSCs. A service center provides access to employers, job seekers and students at one location a wide range of employment, training, and career education services.

The following guiding principles impact the system design of the service centers:

- Universality of access by employers and job seekers with multiple access points;
- Customer choice with respect to both the method of access, and the information and services provided;
- Ease of customer access with center locations being convenient for customer use, with a minimum of one physical center per Michigan Works region;
- Service delivery that is driven by individual customer needs rather than program offerings;
- Market driven through private sector leadership and by serving the workforce with services responding to the marketplace;
- Integration of services across agencies and programs;
- Customer service focus of staff, facilities and services supported by customer satisfaction measures directed to a continuous improvement program;
- Maximum utilization of resources through collocation and shared operating costs; and
- Accountability focused on results and documented by performance measures.

Open to everyone, the Michigan Works! System provides access to information gathering, labor market information, and self-serve career information. Veterans and people with disabilities receive special attention. The Michigan Works! System helps Michigan maintain a highly competitive position in a global economy. By matching employers and workers whose skills meet the level demanded by the marketplace, the system ensures that everyone wins.

The National Alliance of Business recognized the Michigan Works! System as one of the most innovative in the country. Michigan, alone among the states, has achieved a very high level of local decision-making that reflects the needs of both employers and job seekers.

MICHIGAN WORKS! SERVICE CENTERS

MWSCs offer one-stop access to a wide range of career development services to all Michigan residents. Individuals can easily access the state's major workforce development and career development programs and services such as job training, employment guidance and support services, job listings, and information about education and opportunities such as internships and apprenticeships. Employers can list their job openings with no fees or charges.

An array of core services are available at each service center to employers, job seekers and students. Employers have access to a pool of qualified workers and related services to support their economic and workforce development activities. Such services include:

- Assistance in finding qualified workers;
- Interview facilities at the service centers'
- Information or referral on business start-up, retention and expansion services;
- Information on customized training programs; and
- Information on labor markets, workplace accommodations, and tax credits for new hires.

Job seekers and students can access services which prepare them for job search, including actual job search activities. These services include:

- Job, career, and skill self-assessment tools and assessment services;
- Career, job, and labor market information;
- Resume writing software and support materials;
- Directories of human service agencies and employers;
- Information on financial aid, occupational training, and workplace accommodations; and
- Access to the TalentFreeway including Michigan Talent Bank.

Currently there are 103 Michigan Works! Service Centers as shown in Appendix I.

Approximately 1.3 million customers were served through the service centers in Fiscal Year 2000 – 2001, compared to approximately 950,000 served in Fiscal Year 1999 – 2000. This is an increase in customers served by 37 percent! With the softening of the economy we anticipate that customer demand will continue to increase.

TALENTFREEWAY

The TalentFreeway is an Internet Web portal that is a one-stop solution for exploring, developing, and finding Michigan talent for jobs. The MDCC supports many online resources for employers, employees, educators, parents and students. The TalentFreeway provides links to these resources under one easy-to-remember location.

TalentFreeway is the state's Internet-based public labor exchange portal which links employers and job seekers. Job seekers can post their resumes on the system and search and view job openings. Employers can post job openings and conduct on-line searches for workers whose skills meet their needs. Links are available to connect with local Michigan Works! Agencies for a broad range of additional services.

There are several Web resources that are linked through the one-stop portal of TalentFreeway. These Web sites include:

- *Michigan Talent Bank* - www.michworks.org, a comprehensive job-matching system for employers and job seekers.
- *Internship Center* - www.miinternship.org, a high school and postsecondary internship matching system for students and employers.
- *Career Education Consumer Report* - www.mycareereducation.org, lets individuals shop for education and training programs.
- *Michigan Occupational Information System (MOIS)* - www.micareerstart.org, a site-licensed program with comprehensive career development for middle and high school students.
- *Michigan Education Development Plan* - <http://www.mi-edp.org/>, is a document to organize and produce education and training goals.
- *Michigan Virtual University* - <http://www.mivu.org/>, is a portal for Web-based training and course catalogs of Web courses at Michigan postsecondary institutions. Coming soon: the Michigan Virtual High School.

TalentFreeway is located at www.TalentFreeway.org and can be accessed from any location with Internet access, including the Service Centers, public libraries, or from home.

MICHIGAN TALENT BANK

The Michigan Talent Bank (MTB) is the state's Internet-based public resume posting and job posting service that's free of charge. The MTB allows job seekers to enter their resumes into a state-managed Internet database. Validated employers access the resume database to search for potential job candidates. Employers also post thousands of job openings that job seekers can search and view. MTB can be accessed through the TalentFreeway at: TalentFreeway.org.

Michigan Talent Bank Summary

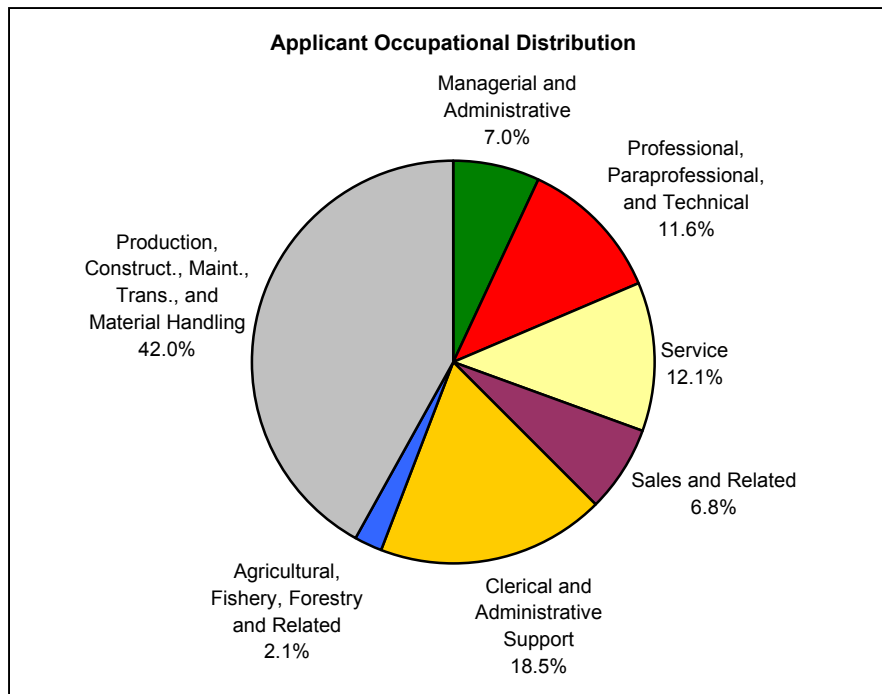
July 1, 2000 – June 30, 2001

| Michigan Works! Agency | Number of Applicants |
|--|-----------------------------|
| Area Community Service Employment & Trg. (ACSET) Council | 24,565 |
| Michigan Works! Berrien-Cass-Van Buren | 14,184 |
| Calhoun Intermediate School District | 10,145 |
| Capital Area Michigan Works! | 16,973 |
| Career Alliance, Inc. | 22,415 |
| Central Area Michigan Works! Consortium | 9,087 |
| City of Detroit Employment and Training Department | 60,572 |
| Eastern Upper Peninsula Michigan Works! | 2,911 |
| Kalamazoo-St. Joseph Michigan Works! | 11,802 |
| Michigan Works! Job Force/Six County Employment Alliance | 7,743 |
| Livingston County Job Training Services | 3,135 |
| Macomb-St. Clair Workforce Development Board, Inc. | 36,412 |
| Muskegon/Oceana Consortium | 11,017 |
| Northeast Michigan Consortium | 6,719 |
| Northwest Michigan Council of Governments | 12,186 |
| Oakland County Michigan Works! | 35,904 |
| Ottawa County Department of Employment and Training | 6,834 |
| Michigan Works! Region 7B Employment & Trg. Consortium | 7,646 |
| Saginaw-Midland-Bay Michigan Works! | 16,392 |
| South Central Michigan Works! | 12,585 |
| Southeast Michigan Community Alliance (SEMCA) | 49,255 |
| Thumb Area Michigan Works! Employment Trg. Consortium | 9,745 |
| Washtenaw County Emplmt. Trg. & Community Services Grp. | 6,364 |
| Michigan Works! West Central | 7,117 |
| Western Upper Peninsula Michigan Works! | 3,538 |
| MWA Not Assigned (See Note) | <u>7,218</u> |
| Total | 412,464 |

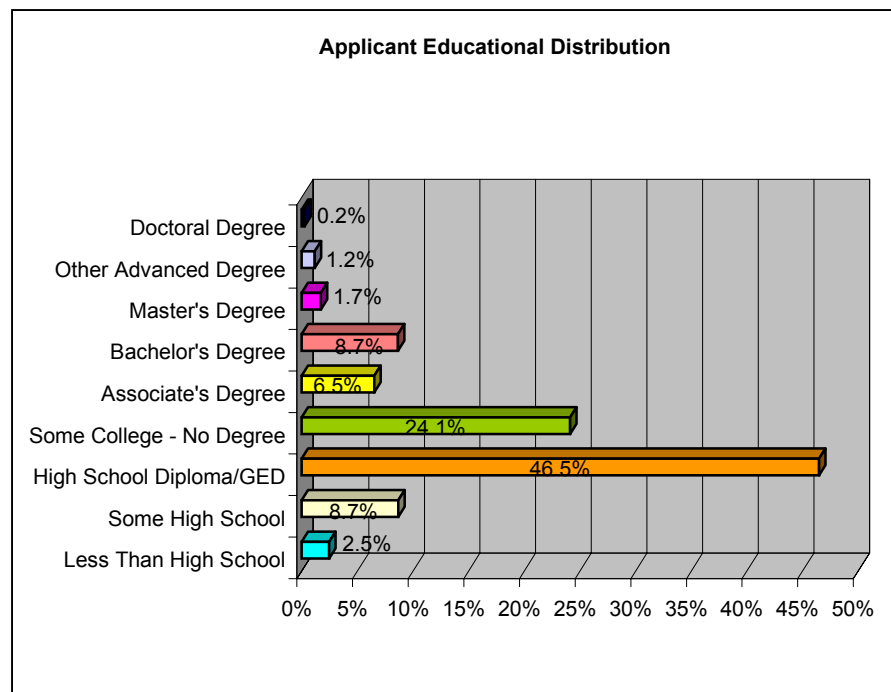
Highlights

Data taken from Michigan Talent Bank, summarizing the occupational and educational characteristics of active job applicants for the period July 1, 2000 – June 30, 2001.

Note: Reflects applicants whose zip code entry could not be matched with a valid MWA zip code.



Applicant Occupational Distribution within the Michigan Talent Bank.



Applicant Educational Distribution within the Michigan Talent Bank.

Currently there are 24,539 job openings and 36,821 employers using the MTB. The MTB's performance has improved two-fold when compared with staff-intensive, non-Web-based tools in use prior to 1998.

MYSTERY SHOPPER/ MYSTERY STOPPER PROGRAM

The Mystery Shopper/Mystery Stopper program was developed by the MDCD as a tool for assessing the quality of customer service delivered to the public through the Michigan Works! System. Telephone surveys and on-site visits are conducted to assess the delivery of employer and jobseeker services at each of the MWA service centers.

The integrity of the Mystery Shopper/Mystery Stopper project is dependent upon the State's Contractor successfully maintaining its anonymity. To ensure the authenticity of the data collected, the Contractor designs telephone and on-site surveys that portray its staff as inquiring employers and job seekers. The surveys are based upon the requirements established in the Michigan Works! System Minimum Standards and assess customer service delivery in the following manner:

➤ **Mystery Shopper**

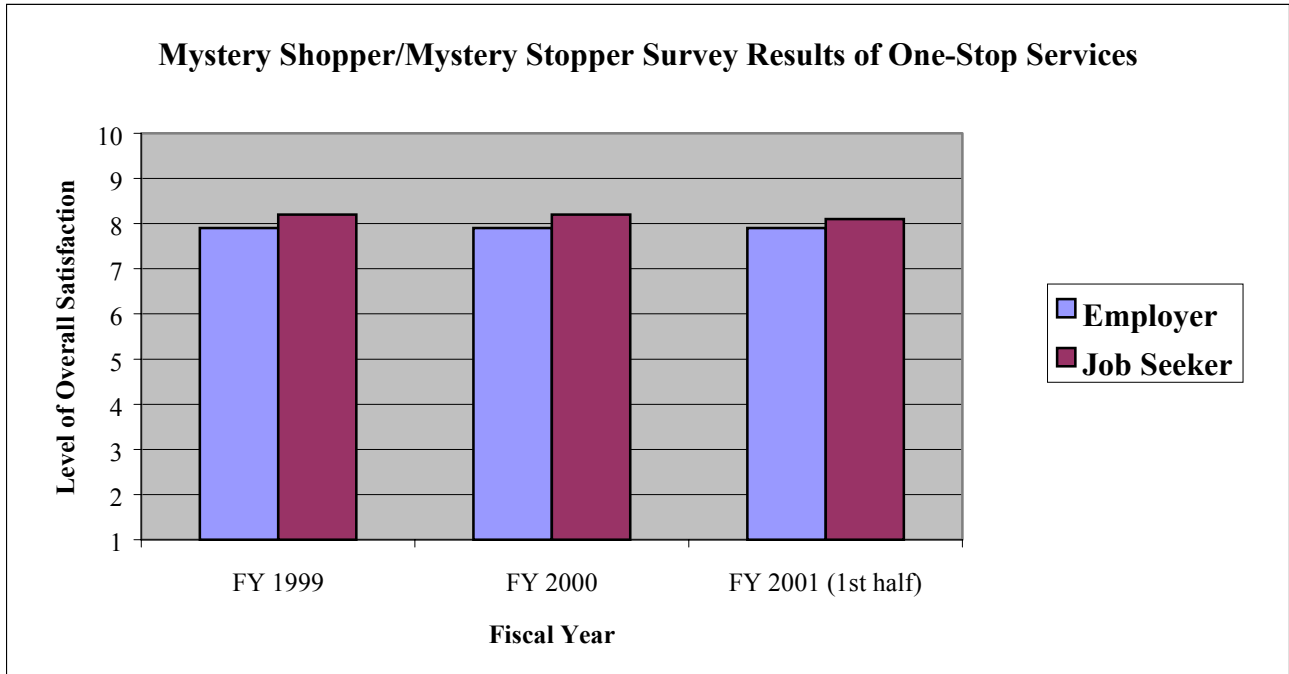
Telephone surveying is conducted twice on each MWSC, with a surveyor contacting each center posing once as an employer and once as a jobseeker. At a minimum these calls evaluate courtesy, professionalism, knowledge of services available, transfers to obtain additional information, and turn around time for requested information.

➤ **Mystery Stopper**

On-site surveying is conducted at all of the MWSC. Surveyors represent themselves as employers in visits to at least thirty (30) percent of the service centers within each MWA and jobseekers in visits to the remaining seventy (70) percent. Surveyors also portray themselves as having minimal computer skills and/or physical disabilities in visits to a portion of the centers.

MDCD expects surveyors posing as employers to be treated with courtesy and professionalism. In addition, the surveyor should be provided with information on the MTB, receive a demonstration, and be informed of the different services available at each service center visited. Surveyors acting as jobseekers are also expected to be treated with courtesy and professionalism and should be screened for appropriate services, be encouraged to enter a resume on the MTB, and receive any assistance necessary to complete that task.

At the close of each telephone call and on-site visit, the MWSCs are rated on a total of five customer satisfaction attributes (courtesy, helpfulness, knowledge, professionalism, and overall satisfaction) using a scale of 1-10, with 10 being the highest achievement possible. Mystery Shopper/Mystery Stopper survey results are compiled by the Contractor and submitted to MDCD on a quarterly basis. After departmental review, the reports are divided by MWA and individual service center results are distributed to the agency directors for use as a positive reinforcement tool or a means for identifying areas in need of improvement.



The average level of satisfaction received by employers and job seekers for all of the MWSC has remained constant over the past 2-½ years. Ratings are based on a scale with “1” being the lowest score and “10” being the highest score.

ONE-STOP CENTRALIZED DATABASE

Michigan is the first state in the nation to fully automate the collection of data on outcomes for extensive range of workforce programs including federal and state job training, welfare reform, and adult education programs. This unique capability allows providers to use the Internet to transfer local program data to a central node. The One-Stop Centralized database is designed to assist One-Stop partners in providing seamless service delivery. The Michigan One-Stop Management Information System (OSMIS) is a centralized database, which facilitates the collection and sharing of participant information among the state's 25 MWAs. The objective is to case manage the proper mix of services to customers as they are referred through the diverse funding streams that exist. This is accomplished by establishing a service management plan and collecting required core customer data at entry. Supplemental information is then added as customers move to different program and service components. Direct links are maintained to customer records in the service components and resumes in the MTB. The system consolidated 25 local workforce development board databases, 250 local adult education databases and ES statewide databases into one central Internet-based system.

The Internet-based OSMIS allows MWA staff to coordinate and manage services provided to customers across program areas and to collaboratively establish and maintain the individuals' employment plans and service strategies. The sharing of participant records across programs alleviates the burden of duplicate data entry, streamlining the registration and case management processes. In addition, supportive data collected by the system assists the MWAs in meeting federal and state reporting, local performance management, and strategic planning requirements.

The MDCCD believes that the OSMIS is the only one of its kind to fully integrate all workforce development program information, participant resume and job banks, and real time querying capabilities into a single statewide system. Users of the OSMIS have instant statewide access to needed data from the following programs:

- Wagner Peyser: Mediated Services
- WIA Title I: Adult, Dislocated Worker, and Youth
- Adult Services: Federal and State Adult Education
- Temporary Assistance to Needy Families
- Welfare to Work
- Food Stamp Employment and Training

Prior to the development of the OSMIS, each of Michigan's 25 MWAs operated separate management information systems. While each system was customized to the specific needs of its local area, the lack of compatibility between systems made it difficult to share participant information between the MWAs. This incompatibility reduced efficiency and proved to be an obstacle in the move towards seamless service delivery.

Input solicited from MWA staff across the state identified the need to develop a centralized, integrated management information system with the capability of sharing participant records among all service delivery programs and partners – in essence, a one-stop system for the one-stop customer. Such a system would assist MWAs in better designing service strategies and employment plans for their customers by providing direct access to the individuals' past and

present participation in employment and training activities, regardless of which MWA or program provided the services. In addition, the sharing of common data records across the programs does improve efficiency by eliminating duplicate data entry whenever possible.

In its current state, the OSMIS is a fully integrated system capable of tracking customer participation in multiple programs. This component of the system is typically used in case management of participants receiving staff-assisted services; a case manager can enter and update an individual's registration, program activities, supportive services, and job retention data for each program.

The system also allows staff to view a customer's complete employment and training history across programs, when such a history exists, and share electronic case notes when more than one partner is working with a participant. These options are beneficial to the development of Individual Service Strategies (ISS), which are also created and maintained on the OSMIS. The ISS function of the system allows staff to enter and update:

- Client Characteristics;
- Employment Goals;
- Participation Obligation;
- Service Plans; and
- Works Keys Data

An additional benefit of the staff-assisted OSMIS is that participant data records are shared across programs, alleviating the burden of duplicate data entry wherever possible. A master applicant record is created the first time an individual is registered into any program activity; when a subsequent registration occurs, the system automatically pre-fills common data fields from the prior registration, eliminating unnecessary repetition. In addition, the system collects supportive data to assist the MWAs in meeting requirements for federal and state reporting, local performance management, and strategic planning initiatives.

Unique to the OSMIS is the inclusion of its self-service component, an on-line resume system and job bank, MTB. The Internet service is directly available to job seekers and employers 24 hours a day. MTB is also directly linked to the staff-assisted functions of the system for added convenience. By clicking on an icon within a participant's record, staff can view the individual's resume during case management. Navigation buttons at the bottom of the resume then allow for direct search of employment openings posted on the Job Bank

The centralized data system has helped make a one-stop service system a reality. It has improved the information flow between and among all service providers. Based on an extensive business process needs assessment of the 25 local workforce development board regions, it is a basic service management system that enables the input of a service management plan, case record-keeping and brief case notes that are shared with various service providers. The system can be expanded to offer extensive case management.

THE CAREER EDUCATION CONSUMER REPORT SYSTEM

The intent of the WIA is to allow adult and dislocated job seekers, who are eligible to receive training services, freedom of choice in selecting a training program from the State's Eligible Training Provider list. While a statewide eligible training provider list is mandated by the WIA, Michigan's commitment extends far beyond compliance with the WIA. State officials concluded that with the emergence of the World Wide Web, the timing was right to build a comprehensive consumer-oriented, post-high school education and training information system. There was a need for a searchable database on all postsecondary programs so consumers could truly exercise choice. State officials also believe that education and training providers will be more interested in participating in this kind of system than the narrower provider certification system required by WIA. Michigan developed and implemented the Career Education Consumer Report System (CECRS). The CECRS is a consumer-oriented web site designed to provide the general public with useful and accurate information about education and training programs available throughout the State.

Michigan's CECRS is an integrated, electronic gateway to the labor market for job seekers and employers. The system is a database of more than 3600 training programs. The CECRS allows the user to compare program tuition rates, job placement rate, and graduates' average hourly wage. This will help prospective students select the educational and training opportunities that best meet their needs. The general public has access to the CECRS directly through the Internet. Individual Training Account (ITA) eligible participants, employers, and other interested individuals will have access to the CECRS through the MWAs and their MWSCs.

STRATEGIC PLAN

In February of 2000, MDCD convened business and education leaders throughout the state to begin a strategic planning initiative at the local level that would align diverse funding streams under a single strategic plan. The goal? To produce a workforce with the required skills to maintain and enhance the local/regional economy.

All 25 WDBs, plus 100 percent of Michigan's community colleges and school districts representing 75 percent of K-12 students in the state are participating in strategic planning. The WDBs assess their present and future social, economic, and educational conditions, and then set career development goals and strategies over a 3-5 year period for the area's schools, colleges, and education and training programs.

The main features of the four-step strategic planning process include:

- An Environmental Scan and Career Development Report Card. The scan includes the collective vision for the local area (including economic, social and quality-of-life conditions), the current performance of the career development system in relation to this vision as determined by analysis of available data, and the implications of this analysis expressed as future directions or strategic goals.
- Community Outreach. The goal of this phase is to share the information and analysis above with thousands of people in order to ensure widespread understanding and agreement of the assessment and proposed strategies to improve the local/regional career development system. This phase may involve extensive media coverage, town meetings, or convocation of community interest groups.
- Strategic Assets and Investment Strategies in Final Strategic Plan. This step requires professional, intellectually honest evaluation and analysis of the specific programs. The specific funding strategies were developed that were built on these successful programs while eliminating or reducing programs or activities that don't work as well.
- Align Institutional Operational Plans with Area Strategic Plan. The Operational Plan addresses spending during the first year of movement toward the strategic goals.

The strategic plan is now linked formally to all state and federal funding for career development that MDCD oversees. This eliminates duplication of effort and allows for better alignment with career development strategic plans in each of the workforce areas.

CAPACITY BUILDING AND TECHNICAL ASSISTANCE

Technical assistance is provided at the State level and by the State's technical assistance and training contractor; the Michigan Works! Association. The Michigan Works! Association is recognized nationally as the largest and most progressive workforce development association in the country. It was established in 1987 to foster high-quality employment and training programs by providing support activities and a forum of information exchange for Michigan's workforce development system.



Through the association, members are able to maximize communication among workforce development professionals across the state, coordinate efforts on statewide projects and receive important technical assistance and staff training to ensure high-quality programming and service delivery.

The Michigan Works! Association facilitated MDCD in achieving high performance levels in Program Year 2000. Over a four-month period, the Michigan Works! Association trained over 700 workforce development professionals in 20 training sessions on WIA Program Design and Performance Measures. The trainings focused on the relationship among program design, eligible populations and program outcomes. Eligibility and services were discussed from the point of legislative and regulatory definitions, requirements or limitations; state policy; and local flexibility. The training was customized for specific local workforce investment areas to address local needs, policy and labor markets.

LOCAL BEST PRACTICES, INNOVATIONS, AND SUCCESS STORIES

“FOCUS ON YOUR FUTURE” CAPITAL AREA MICHIGAN WORKS!

Capital Area Michigan Works!, one of the 25 Michigan Works! Agencies, has taken meaningful strides in exposing and preparing the youth of the tri-county area to the endless career opportunities that are available.

Michigan’s Career Preparation System, created in 1997, is a statewide effort to enhance career awareness at all grade levels. One specific goal of the system is to ensure that career preparation becomes a part of every student’s educational experience. Building on this goal, Capital Area Michigan Works! set out to ensure that students in the tri-county area are given the chance to make informed choices about their careers, and in doing so, make meaningful connections between the work world, their school subjects, and personal interest.

In order to realize this goal, Capital Area Michigan Works! launched a 36-week advertising campaign entitled “Focus on Your Future.” The campaign centered on helping parents and students become aware of the variety of career choices available. Armed with this information, students are able to make more informed career choices, whether or not they are college bound.

During each of the 36 advertising campaigns, a full-page ad featuring “Focus on Your Future” appeared in the local newspaper. Each ad outlined six Career Pathways. They included: Arts and Communication; Business, Management, Marketing and Technology; Health Sciences; Human Services; and Natural Resources and Agriscience. Additionally, a specific occupation was highlighted each week. An individual who currently works in the highlighted career was interviewed. They stated basic job responsibilities and through a section entitled “I wish I had known...” provided firsthand insight into situations and scenarios that impacted their current occupation that they were previously not aware of. Also listed on the full-page ad, were related jobs, educational requirements, avenues for exploration into the identified career, salary for the field, and what the next appropriate step would be for a student who is interested in learning more about the identified career.

At the end of this 36-week period, all of the full-page ads were compiled into an all-inclusive guide. This guide has applications for not only students, but also teachers, counselors, and parents alike. Parents are encouraged to use the guide as a springboard for discussions with their children regarding educational and career goals. Teachers and counselors are encouraged to use the guide as a lesson-planning tool and are given specific activities to help initiate career awareness and planning sessions throughout the entire student body.

Through educational and business partnerships, Capital Area Michigan Works! has made remarkable progress in implementing a regional career preparation program for students of the tri-county area. Through the implementation of the “Focus on Your Future” program, students are aided in making informed choices about their careers and are encouraged and supported by parents and teachers alike. Possessing this information, better prepared students, who play a

larger role in determining their educational goals and what paths they will take to reach them, not only benefit the students, but the entire community as a whole.

“EMPLOYER SPECIFIC TRAINING PROGRAMS”

CITY OF DETROIT EMPLOYMENT AND TRAINING

Detroit’s Work Place, a division of Jewish Vocational Service (JVS), has influenced the availability of training opportunities for positions with career paths in viable occupational fields. This has been accomplished through facilitating implementation of an employer-customized “place and train” model to assist the integration of welfare recipients into the workplace.

The following training programs have been successfully completed:

EDS Training Program: An 18 week training held at Henry Ford Community College consisting of computer software training, office ethics and telephone techniques; program graduates were hired by the EDS corporation.

Pharmacy Tech Program: A 6-month program, including 20 weeks of classroom training at Wayne County Community College District and 6 weeks of internship at Henry Ford Hospital. Graduates are prepared for state certification examination and placement with such hospitals as Henry Ford, St. John, Harper, Beaumont and Botsford, and with drug stores such as CVS and Rite Aid.

Office Assistant: A 15-week program at Wayne County Community College District, for the junior typist position for the City of Detroit. The City hires the graduate after passing both the written and typing tests.

Bank One Proof Operator: A 10-week program for proof operators who are hired by NBD/Bank One.

Automotive Technician: A 15-week program developed with Ford Auto Dealers. Graduates are hired by Ford dealers to work in their auto service departments.

Medical Billing: A 20-week program at Wayne County Community College District, including a 4-week internship, prepares graduates to work in medical billing offices at any metropolitan area hospital. The City’s Transportation Grant was key to the success of this program as it provided graduates with transportation to their job sites.

Surgical Technician: A 17-week program prepares graduates to work in hospital central supply area. Graduates are prepared for State certification examination and placement in area hospitals.

“SUCCESS STORIES IN THE CITY OF DETROIT”

ANGEL EWINGS

Angel Ewings, who once relied on public assistance, is now proud that her daughter can rely on her. As a single mother, she moved from one low paying job to another, never getting ahead and frustrated because her dreams and aspirations did not seem possible.

Eventually, she found herself unemployed. Although she did not realize it then, she was about to turn her life around with the help of JVS. She took the first step by participating in a JVS employability skills training program. Quickly realizing her potential, she was referred to Detroit's Work Place, a division of JVS that was recruiting candidates for the EDS Advanced Technology Training Program.

With determination and the desire to succeed, she completed the program, was hired immediately by EDS and has continued to advance within the company. "JVS and Detroit's Work Place create success stories and those success stories turn into great potential employees for our company," said Natalie Bien-Aime, of EDS. Angel has been a tremendous asset to EDS and she is continuing on her road to success."

RAYMOND HENLEY

When he was 14 years old, Raymond Henley was diagnosed with cancer and was forced to make a devastating choice between losing his leg or his life. Raymond chose life and resolved to live each day to the fullest.

With a strong work ethic instilled at an early age, Raymond came to JVS for help when he was between jobs. His JVS counselors taught him core work skills to maintain employment, helped him to acquire computer skills and, taught him job seeking skills such as writing a resume and interviewing effectively with potential employers. He was then referred to the Isaac Agree Downtown Synagogue, where he has continued to excel.

According the Bruce Friedman, board member at the synagogue, Raymond is a conscientious and dedicated employee whose performance far exceeds his job responsibilities. "Extremely humble, Raymond would never admit that his influence can be seen among the entire congregation."

**“CAREER NIGHTS BRING COMMUNITY EFFORTS TOGETHER”
EASTERN UPPER PENINSULA EMPLOYMENT AND TRAINING CONSORTIUM**

In an effort to explore employment opportunities in the Eastern Upper Peninsula, Michigan Works! staff organized several career nights, designed to highlight high growth career fields and give job seekers a chance to explore new career paths.

Local employers and schools were eager to participate in a series of evening sessions, discussing the employment needs of local employers and available opportunities for acquiring the necessary education and training. Presenters shared their testimonials explaining how they overcame barriers such as limited/low incomes and single parent status to find success in their chosen fields.

The Career Nights highlighted Corrections and Health Care occupations with representatives from War Memorial Hospital, Tendercare, Chippewa County Health Department, Department of Corrections (DOC), and Lake Superior State University (LSSU). This was an excellent forum for creating interest in the community for health care occupations where opportunities are limitless. Presenters were able to answer questions and open some doors for local job seekers.

Representatives from DOC and LSSU addressed a standing room only crowd to describe opportunities in Corrections. Also announced was the start-up of a concentrated program made available by LSSU that will give interested persons the opportunity to complete within a twelve week period the five core classes that are required to earn a Pre-Service Corrections Officer certificate.

Michigan Works! staff identified appropriate candidates to receive occupational skills training assistance under the WIA adult and dislocated worker programs. Participants include low-income individuals, single parents, dislocated workers, and women who are interested in non-traditional occupations. With six correctional facilities in the tri-county area, opportunities for viable employment will be available for successful completers.

Plans are now in the works to continue Career Night and explore other career fields as part of the services available at the EUP Michigan Works! Career Center.

**“CONTINUOUS QUALITY IMPROVEMENT . . .
IT’S THE WAY WE DO BUSINESS, EVERYDAY.”
MICHIGAN WORKS! THE JOB FORCE**

The Workforce Investment Act provided a unique window of opportunity to create an aligned and flexible workforce development system that is high performing, results oriented, and customer driven. So what does it take to achieve a high performance workforce development system?

The Job Force Board found the answer by embarking upon the journey of continuous quality improvement in 1997 when it became a Charter Member of the Department of Labor’s Enterprise Initiative. Enterprise was focused on the quality measurements from the Malcolm Baldrige Criteria that recognized excellence in customer service and performance in workforce development services.

The Job Force Board provided the leadership for this continuous improvement system by setting forth the Mission of “Business Community Development Through Continuous Improvement.” The Board also identified and defined a core set of values to support the mission. Establishing and clearly communicating the Vision and Values to all Michigan Works! System partners, through action as well as word, make the vision and values “real” throughout the organization.

The Self Assessment Survey (SAS) is the primary tool used in our Continuous Quality Improvement (CQI) system. It is based on the seven dimensions under Malcolm Baldrige. The seven dimensions center around Leadership, Strategic Planning, Customer and Market Focus, Information and Analysis, Human Resource Focus, Process management and Business Results. The Job Force Board has focused on three of the seven dimensions: Customer and Market Focus (Satisfaction), Business Results, and Leadership. The SAS helps us to analyze how well we are performing under each dimension, to identify key areas for CQI and to begin taking action for change.

The MWSCs have developed and implemented CQI teams around Building Up Staff Capacity, Improving Job Order Systems, Customer Satisfaction and Complaint Procedure Resolution Systems.

The Job Force Board is in its third year of its journey to excellence. All MWSC partners have completed the SAS, are reviewing the results and targeting areas of continuous improvement.

Continuous Quality Improvement is the responsibility of everyone. It is not an extra thing to do . . . it is the way we do business everyday. The Job Force Board’s MWSC continuous quality improvement system is successful because of the passion and dedication of the MWSC personnel.

“PARTNERSHIPS AT WORK FOR BUSINESS”

One of the greatest concerns facing businesses today is the escalating cost of health insurance. Michigan Works! The Job Force Board and area Chambers of Commerce co-sponsored “Cost

Containment Summits.” The Job Force Board along with the Delta County Chamber of Commerce and the Lake Superior Community Partnership in Marquette County sponsored the seminars. Business leaders heard from recognized authorities on why health care costs have increased and received information regarding benefit cost reductions and how to cope with current trends. The Summit was so successful that other community stakeholders across the regions have requested “Cost Containment Summits.” The Dickinson Area Partnership and the Job Force Board are teaming up for another summit to be held this fall in Iron Mountain.

“Business Building Sessions” have been pioneered by the MWSCs in partnership with local Chambers of Commerce. These sessions are designed to provide information to area business and industry about marketing, recruiting, retention, labor market information, ACT Work Keys, job profiling, and human resource information. The Business Building Sessions promote the MWSC System and how it can be a value added service to business and industry.

The Job Force Board has been an active member of the Upper Peninsula Economic Development Alliance since 1998. By joining a regional alliance of economic development agencies, the Job Force Board has been able to build relations that have increased networking between the workforce and economic development community. As a result, the MWSCs are brought in sooner and more often into economic development expansion and attraction activities

“CATALOG OF SERVICES” MACOMB/ST. CLAIR WORKFORCE DEVELOPMENT BOARD

A 28-page catalog is published to market the comprehensive array of services that are available to customers of MWSCs in Macomb and St. Clair County, Michigan.

Thirty two seminars are listed in the catalog that are available to any customer who visits the MWSCs. Seminar topics range from resume preparation, interviewing skills, job search techniques via the internet, COBRA/HIPAA insurance information, decision making, budgeting/money management, stress management, time management, human relations and others. Daily seminars are also available that market training opportunities. Seminars are part of universal services that are available without restrictions to any Service Center customer. Each seminar listed in the catalog includes a description including what the customers will learn, textbooks/materials that will be used during the seminar, locations/times the seminar is available, and registration information.

In addition to course description for each seminar, the catalog includes information on the State of Michigan’s Internet based labor exchange system-the MTB. Information on training services such as on-site reading and math upgrading, English as a second language programs, GED preparation programs, an intro to computers class as well as information regarding vocational/occupational training and on-the-job training programs is also included.

Finally, the catalog describes specialized service available on-site at MWSCs through other organizations housed in the Centers including services for individuals with disabilities, veterans, as well as welfare-to-work programs.

The catalog is given to each visitor at a MWSC. Customers are encouraged to register for seminars in person, by phone, by fax, or by mail.

Introduced in December 2000, the number of customers signing up and attending seminars increased dramatically within six months . . . from 32 customers who attended a seminar in the month of December to 280 who attended a seminar in the month of June.

The message to our Service Center customers is: If you’re looking for your first job or a better job . . . If you’re interested in discovering a new career, what training programs are available, where they’re available, what financial assistance may be available . . . If you’re a veteran or have a disability and wish to learn about quality specialized services that help you enter or re-enter the workforce . . . If you have a good job but want a great job . . . you will find the services you need and a competent, professional staff to assist you at a MWSC.

“SUCCESS STORIES”
SOUTHEAST MICHIGAN COMMUNITY ALLIANCE

BERNADET BEHNAM
A STORY OF FORTITUDE

Mrs. Behnam was 47 years old and had never worked outside the home prior to her husband’s death in 1988. She needed a means of support for herself and her son. She found that her lack of a high school diploma and limited English proficiency were barriers to employment for her.

With the help of the [Arab- American and Chaldean Council](#) Bernadet was able to regain some confidence. She was encouraged to develop the skills that would enable her to be successful in the work environment. On January 17, 2000 Bernadet got a job as an assembler at RDC.



During the thirteen-week follow up period Bernadet continued to be successful at her position at RDC. She has a very positive attitude and is committed to pursuing an independent life. Bernadet’s accomplishments and fortitude have been a source of energy and motivation for other displaced homemaker cases.

SEMCA WDB Chairman Frank Lopez; Raja Nouredine and Haifa Makhay from [Arab-American & Chaldean Council](#); join Bernadet Behnam on stage during the SEMCA Celebration of Success to recognize her accomplishments.

MICHAEL BURTON
A STORY OF ACCOMPLISHMENT

Michael Burton moved to Westland from Kentucky. The Burton family, Michael, his wife, and three kids, arrived in Michigan without any housing or employment arrangements. The Burtons were living in a motel.

Michael was referred to the [SEMCA Wayne Service Center](#) where he met with a [Veteran’s Representative](#) who enrolled him in the Workforce Investment Act (WIA). The Wayne Service Center posted Michael’s resume on the MTB, which connected him with U-Haul. Michael was hired as a full- time mechanic for U-Haul.

Michael was able to receive the tools he needed for his new job through SEMCA supportive services. Michael and his family also found a home through a Chapter 8 housing referral. They were settled into their new home in October 2000. Thanks to Michigan Works!, Michael is now able to provide for his family.



Michael Burton receiving his award from SEMCA WDB Chairman, Frank Lopez. Michael was joined on stage by his Veteran's Representative, Keith Furney; his Job Developer, Delores Marcy, Wayne Service Center; SEMCA Executive Director, John B. O'Reilly, Jr.; and a representative from U-Haul.

DANIEL SPEAR A STORY OF OVERCOMING OBSTACLES

Daniel came to the [SEMCA Wayne Service Center \(staffed by ETD-Wayne\)](#) as a Dislocated Worker. The same company had employed him in the printing business for 11 years. Unfortunately, the company closed and re-located out of state. Daniel is hearing impaired and required some special assistance in finding a new company to employ him. An initial meeting was held with an interpreter to discover what kind of employment Daniel was interested in. All agreed that Daniel should pursue positions in the printing industry because of his education and background in the field. Employment and Training Designs, Inc. contacted printing companies in the area and set up interviews. A sign language interpreter was provided for all interviews.

Daniel was well liked by the potential employers that he met with, but all employers had safety concerns. The equipment in their printing facilities all had sound alarms for notifying employees of safety situations as well as equipment failures and/or that the machinery needed attention.



After a few rejections, Malloy Lithography was contacted. The company was willing to work with Daniel's impairment and was impressed by his credentials. An interview was set up to discuss what would be necessary to create a safe work environment for Daniel. Michigan Rehabilitation Services (MRS) was consulted because of their expertise with the hearing impaired. MRS worked with the employer to discuss ways to overcome the safety issues.

Dianna Brown, Job Developer,
[Wayne Service Center, Employment & Training Designs, Inc.](#);
Daniel Spear; Dan Miller, Plant Manager, Malloy Lithography;
Susan Clausnitzer, Director of Human Resources, Malloy
Lithography; and Robert McDonald, Job Developer,
[Wayne Service Center, Employment & Training Designs, Inc.](#)

Adjustments were made to the equipment such as adding flashing lights in place of buzzers. Michigan Works! provided the funding for an interpreter for Daniel during his orientation and training at Malloy. Daniel is now successfully employed and earning more than he was at his previous job. Malloy Lithography is very happy with their new employee and we are delighted

that we were able to help Daniel. We hope that Malloy Lithography will be an example for other companies when it comes to employing the physically challenged. Sometimes a little innovative thinking is all that is required to accomplish positive change.

“TOOL CHEST” THUMB AREA EMPLOYMENT AND TRAINING CONSORTIUM

In 1996 The Employment and Training Consortium introduced the Tool Chest concept, a voucher system that was reported by a 1999 Department of Labor study as a “radical change from the past in how employment, training and support services are purchased.”

The Thumb Area Michigan Works! TOOL CHEST is a voucher system that awards eligible clients with individual debit accounts to purchase education, training or other support services available in the local marketplace. The mission is to provide clients with resource to overcome the barriers that might be preventing them from attaining full-time employment and self-sufficiency. The amount awarded to each individual’s financial account is determined based on the number of workforce development funding sources the individual is eligible for under workforce development and other social service programs being administered by the agency. Once eligibility has been determined and a financial award or “scholarship” has been assigned, the individual receives a set of vouchers (which are designed to resemble bank checks) that they “spend” under the advisement of a trained workforce specialist. Vouchers can be used to purchase services from public or private schools in the local area, as well as at a range of retail suppliers (e.g. for work clothes, safety equipment, job-related supplies). Each client has an established limit in their account based on their total eligibility for the various programs being run by the agency during the program year. As a result, limits vary from person to person. The tool chest “scholarship” must be spent within one year. Some fund sources require utilization within six months.

When clients initially engage with TOOL CHEST they receive the opportunity to complete an assessment process that determines interests and employment goals. The workforce specialist assists the client in making informed decisions about the types of services that will best address their goals. Clients are given options to choose from and are allowed to investigate options before making a purchase.

Clients shop for their own services from a very detailed menu provided in the tool chest catalog. However, clients are entitled to shop for services outside of the tool chest menu. The system is open to all vendors in the service delivery area with the exception of those that have been eliminated for performance or quality reasons. Once an individual exhausts their “scholarship” or checking account, they cannot purchase additional services unless they use their own funds. Funds that are not used by individuals are recycled so that other clients can use them.

The Director of the program reports that the voucher system empowers clients to create and put in practice their own plans for employment. He also feels that it empowers schools and service organizations to get better outcomes for their dollars invested. Enrollment in training programs that are aligned with individual career interests is reported as resulting in higher completion and placement success.

By using the voucher approach, TOOL CHEST saves time and labor by expanding the range of choices for its participants without increasing the traditional contracting and administrative costs. Michigan Works! Director Marvin Pichla reports that traditional educational institutions have

initiated flexible schedules and customized training to take advantage of TOOL CHEST funds. He also reports that there has been a 15-20 percent increase in the number of service providers. In addition, by eliminating the contracting process, TOOL CHEST no longer has to procure services through an RFP process, nor are they limited to brokering specific suppliers. Clients make their own market choices resulting in expenditures being spread out among a greater variety of suppliers.

According to supporters there is also a psychological benefit to the voucher system. It respects the dignity of the individual by not labeling them as “recipients” of a specific state or federal program, eliminating the stigma often associated with social services. In this system it is transparent as to where the source of funds have come from. As Jerome Lewis, Deputy Director of the agency stated, “Vouchers are an equalizer. It doesn’t say on the voucher that the person is handicapped, on welfare, or a dislocated worker.” The objective is not to label or blame someone for their circumstances but to eliminate any barriers that are preventing gainful employment.

PERFORMANCE MEASURES

COST EFFECTIVE PROGRAMS:

A detailed evaluation of the cost of workforce investment activities relative to the effect of the activities on the performance of participants is currently being conducted by Michigan Works! Association. Preliminary analysis of the data indicates that the return on investment is positive. In other words, the increase in earnings and the reduction in welfare benefits observed for individuals enrolled in the WIA programs are greater than the expenditures undertaken to support the WIA programs. This data will be contained in the Program Year 2001 Annual Report.

The Adult program averaged a cost per participant served of \$2,837. Preliminary data indicates that \$1.29 worth of benefits were returned for every dollar expended.

While the cost per participant served in the Dislocated Worker program was greater than the Adult program, averaging \$2,907, the return on investment was also greater at \$1.68 for every dollar expended.

In the Youth program, the average cost per participant served was \$1,964. Front-end costs are limited to 10 percent from administration and an estimated 15 percent from program expenditures. The bulk of the funding supports direct service costs for the ten youth program elements. Return on investment is difficult to measure for the Youth program because younger youth (aged 14 to 18) are primarily exited to secondary school rather than employment. Using the older youth earnings change in six months and the average cost per participant exited for all youth, older youth increased earnings will exceed total youth program expenditures within one year.

EVALUATION OF PROGRAMS:

Michigan is developing an evaluation methodology to conduct studies of workforce investment activities. Studies will be conducted on the relationship between exit-based outcomes and wage record based performance levels. These studies will attempt to answer questions regarding the value of exit-based performance measures as one tool for continuously improving workforce investment activities in order to achieve high-level outcomes from the statewide workforce investment system. The results of these studies should become available beginning in the program year 2002 annual report.

STATE PERFORMANCE MEASURES

TABLE A – WORKFORCE INVESTMENT ACT CUSTOMER SATISFACTION RESULTS

| Customer Satisfaction | Negotiated Performance Level | Actual Performance Level | Number of Completed Surveys | Number of Customers Eligible for the Survey | Number of Customers Included in the Sample | Response Rate |
|-----------------------|------------------------------|--------------------------|-----------------------------|---|--|---------------|
| Participants | 65.0 | 85.4 | 7,463 | 10,950 | 10,950 | 68% |
| Employers | 60.0 | 78.4 | 1,502 | 2,785 | 2,785 | 54% |

American Customer Satisfaction Index used for actual performance.

Report Period: July 1, 2000 through June 30, 2001.

Notes: Total exits of 11,046 minus exits for incarceration, institutionalization, death or have a health/medical condition that prevents them from participating in services (96) equals customers eligible for the survey (10,950).

TABLE B – ADULT PROGRAM RESULTS AT A GLANCE

| Reported Information | Negotiated Performance Level | Actual Performance Level | Numerator / Denominator |
|--------------------------------|------------------------------|--------------------------|-------------------------|
| Entered Employment Rate | 71.1% | 77.7% | 3,223 |
| | | | 4,150 |
| Employment Retention Rate | 76.0% | 75.4% | 3,037 |
| | | | 4,027 |
| Earnings Change in Six Months | \$3,100 | \$2,918 | \$9,929,772 |
| | | | 3,403 |
| Employment and Credential Rate | 50.0% | 52.9% | 2,194 |
| | | | 4,144 |

TABLE C – OUTCOMES FOR ADULT SPECIAL POPULATIONS

| Reported Information | Public Assistance Recipients | | Veterans | | Individuals with Disabilities | | Older Individuals | |
|--------------------------------|------------------------------|-------------|----------|-------------|-------------------------------|-------------|-------------------|-----------|
| Entered Employment Rate | 74.1% | 780 | 76.6% | 328 | 66.7% | 412 | 66.6% | 219 |
| | | 1,053 | | 428 | | 618 | | 329 |
| Employment Retention Rate | 75.1% | 727 | 71.8% | 268 | 70.6% | 349 | 70.8% | 201 |
| | | 968 | | 373 | | 494 | | 284 |
| Earnings Change in Six Months | \$3,105 | \$2,567,906 | \$3,760 | \$1,169,246 | \$3,464 | \$1,437,452 | \$1,997 | \$499,367 |
| | | 827 | | 311 | | 415 | | 250 |
| Employment and Credential Rate | 55.9% | 590 | 49.9% | 197 | 47.7% | 271 | 49.4% | 172 |
| | | 1,056 | | 395 | | 568 | | 348 |

Public assistance recipients receiving intensive or training services.

TABLE D – OTHER OUTCOME INFORMATION FOR THE ADULT PROGRAM

| Reported Information | Individuals Who Received Training Services | | Individuals Who Received Only Core and Intensive Services | |
|--------------------------------|--|-------------|---|-------------|
| Entered Employment Rate | 76.0% | 2,505 | 83.9% | 718 |
| | | 3,294 | | 856 |
| Employment Retention Rate | 76.2% | 2,442 | 72.5% | 595 |
| | | 3,206 | | 821 |
| Earnings Change in Six Months | \$2,878 | \$8,032,384 | \$3,100 | \$1,897,388 |
| | | 2,791 | | 612 |
| Employment and Credential Rate | 52.9% | 2,194 | 0.0% | 0 |
| | | 4,144 | | 0 |

Report Period: October 1, 1999 through September 30, 2000.

TABLE E – DISLOCATED WORKER PROGRAM RESULTS AT A GLANCE

| Reported Information | Negotiated Performance Level | Actual Performance Level | Numerator / Denominator |
|---|------------------------------|--------------------------|-------------------------|
| Entered Employment Rate | 78.5% | 83.4% | 4,192 |
| | | | 5,027 |
| Employment Retention Rate | 85.1% | 84.5% | 3,542 |
| | | | 4,192 |
| Earnings Replacement Rate in Six Months | 92.0% | 102.7% | \$38,455,567 |
| | | | \$37,439,472 |
| Employment and Credential Rate | 50.0% | 67.1% | 2,604 |
| | | | 3,883 |

TABLE F – OUTCOMES FOR DISLOCATED WORKER SPECIAL POPULATIONS

| Reported Information | Veterans | | Individuals With Disabilities | | Older Individuals | | Displaced Homemakers | |
|--------------------------------|----------|-------------|-------------------------------|-------------|-------------------|-------------|----------------------|-----------|
| Entered Employment Rate | 83.3% | 499 | 76.0% | 165 | 75.8% | 376 | 77.8% | 35 |
| | | 599 | | 217 | | 496 | | 45 |
| Employment Retention Rate | 81.8% | 408 | 75.8% | 125 | 80.9% | 304 | 80.0% | 28 |
| | | 499 | | 165 | | 376 | | 35 |
| Earnings Replacement Rate | 105.0% | \$5,245,732 | 83.8% | \$1,072,639 | 84.9% | \$3,392,030 | 142.1% | \$311,271 |
| | | \$4,995,537 | | \$1,280,703 | | \$3,995,538 | | \$219,096 |
| Employment and Credential Rate | 65.4% | 289 | 62.0% | 101 | 63.1% | 236 | 61.0% | 25 |
| | | 442 | | 163 | | 374 | | 41 |

TABLE G – OTHER OUTCOME INFORMATION FOR THE DISLOCATED WORKER PROGRAM

| Reported Information | Individuals Who Received Training Services | | Individuals Who Received Only Core and Intensive Services | |
|---|--|--------------|---|-------------|
| Entered Employment Rate | 83.5% | 3,244 | 82.9% | 948 |
| | | 3,883 | | 1,144 |
| Employment Retention Rate | 84.6% | 2,744 | 84.2% | 798 |
| | | 3,244 | | 948 |
| Earnings Replacement Rate in Six Months | 100.6% | \$29,613,090 | 94.3% | \$8,842,477 |
| | | \$28,062,898 | | \$9,376,574 |
| Employment and Credential Rate | 67.1% | 2,604 | 0.0% | 0 |
| | | 3,883 | | 0 |

Report Period: October 1, 1999 through September 30, 2000.

TABLE H – OLDER YOUTH PROGRAM RESULTS AT A GLANCE

| Reported Information | Negotiated Performance Level | Actual Performance Level | Numerator / Denominator |
|-------------------------------|------------------------------|--------------------------|-------------------------|
| Entered Employment Rate | 63.0% | 69.4% | 361 |
| | | | 520 |
| Employment Retention Rate | 77.0% | 74.8% | 376 |
| | | | 503 |
| Earnings Change in Six Months | \$2,700 | \$2,752 | \$1,103,589 |
| | | | 401 |
| Credential Rate | 35.0% | 49.7% | 345 |
| | | | 694 |

TABLE I – OUTCOMES FOR OLDER YOUTH SPECIAL POPULATIONS

| Reported Information | Public Assistance Recipients | | Veterans | | Individuals With Disabilities | | Out-of-School Youth | |
|-------------------------------|------------------------------|-----------|----------|----------|-------------------------------|-----------|---------------------|-------------|
| Entered Employment Rate | 66.6% | 104 | 40.0% | 2 | 50.5% | 49 | 71.7% | 332 |
| | | 156 | | 5 | | | | 463 |
| Employment Retention Rate | 72.3% | 99 | 66.7% | 2 | 65.7% | 44 | 76.4% | 356 |
| | | 137 | | 3 | | | | 466 |
| Earnings Change in Six Months | \$2,736 | \$281,856 | \$8,412 | \$16,824 | \$3,008 | \$132,345 | \$2,756 | \$1,044,503 |
| | | 103 | | 2 | | | | 379 |
| Credential Rate | 47.7% | 95 | 16.7% | 1 | 31.4% | 38 | 51.5% | 323 |
| | | 199 | | 6 | | | | 627 |

Report Period: October 1, 1999 through September 30, 2000.

TABLE J – YOUNGER YOUTH PROGRAM RESULTS AT A GLANCE

| Reported Information | Negotiated Performance Level | Actual Performance Level | Numerator / Denominator |
|---------------------------------------|------------------------------|--------------------------|-------------------------|
| Skill Attainment Rate | 67.0% | 93.6% | 9,359 |
| | | | 10,002 |
| Diploma or Equivalent Attainment Rate | 40.0% | 56.6% | 423 |
| | | | 748 |
| Retention Rate | 54.0% | 46.8% | 694 |
| | | | 1,484 |

TABLE K – OUTCOMES FOR YOUNGER YOUTH SPECIAL POPULATIONS

| Reported Information | Public Assistance Recipients | | Individuals With Disabilities | | Out-of-School Youth | |
|---------------------------------------|------------------------------|-------|-------------------------------|-------|---------------------|-----|
| Skill Attainment Rate | 92.6% | 2,361 | 93.5% | 2,131 | 86.1% | 547 |
| | | 2,549 | | 2,280 | | 635 |
| Diploma or Equivalent Attainment Rate | 58.0% | 98 | 65.2% | 144 | 19.8% | 26 |
| | | 169 | | 221 | | 131 |
| Retention Rate | 41.3% | 129 | 44.2% | 212 | 55.0% | 361 |
| | | 312 | | 480 | | 656 |

Report Period: July 1, 2000 through June 30, 2001 for the SAR and DAR.
October 1, 1999 through September 30, 2000 for the RR.

TABLE L – OTHER REPORTED INFORMATION

| Reported Information | 12 Month Employment Retention Rate | | 12 Month Earnings Change / Replacement Rate | | Placements for Participants in Nontraditional Employment | | Wages at Entry into Employment for those Individuals Who Entered Unsubsidized Employment | | Entry into Unsubsidized Employment Related to the Training Received of those who Completed Training Services | |
|----------------------|------------------------------------|--|---|--|--|-------|--|--------------|--|-------|
| Adults | No Data | | No Data | | 4.6% | 185 | \$3,309 | \$12,547,874 | 85.8% | 2,189 |
| | | | | | | 4,029 | | 3,792 | | 2,552 |
| Dislocated Workers | No Data | | No Data | | 4.2% | 177 | \$5,551 | \$21,786,904 | 89.6% | 2,370 |
| | | | | | | 4,192 | | 3,925 | | 2,646 |
| Older Youth | No Data | | No Data | | 4.8% | 24 | \$2,614 | \$1,280,654 | | |
| | | | | | | 503 | | 490 | | |

No data available for 12 month measures.

TABLE M – PARTICIPATION LEVELS

| | Total Participants Served | Total Exiters |
|--------------------|---------------------------|---------------|
| Adults | 7,528 | 4,371 |
| Dislocated Workers | 5,179 | 2,778 |
| Older Youth | 1,587 | 781 |
| Younger Youth | 9,015 | 3,116 |

Report Period: July 1, 2000 through June 30, 2001.

TABLE N – COST OF PROGRAM ACTIVITIES

| Program Activity | | Total Federal Spending |
|--|---------------|------------------------|
| | | |
| Local Adults | | \$21,358,324 |
| Local Dislocated Workers | | \$15,054,792 |
| Local Youth | | \$20,819,517 |
| Rapid Response | | \$546,547 |
| Statewide Required Activities | | \$3,474,438 |
| | | |
| Statewide Allowable Activities | Miscellaneous | \$1,273,473 |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| Total of All Federal Spending Listed Above | | \$62,527,091 |

OVERALL STATUS OF LOCAL PERFORMANCE

The state selected the following objectives to determine if a local areas is eligible to receive incentive funds.

Meeting their goal: - If a local MWA is within 80% of their performance goal for all 17 measures

Exceeding their goal: - If a local MWA exceeds their performance goals for all 17 measures

Not meeting their goal: - If a local MWA did not meet at least 80% of their performance goals for all 17 measures.

LOCAL PERFORMANCE MEASURES

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: ACSET | Total Participants Served | Adults | 251 |
| | | Dislocated Workers | 153 |
| | | Older Youth | 93 |
| | | Younger Youth | 1,040 |
| ETA Assigned # 26160 | Total Exiters | Adults | 145 |
| | | Dislocated Workers | 49 |
| | | Older Youth | 49 |
| | | Younger Youth | 504 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 86.4 |
| | Employers | 60.0 | 77.4 |
| Entered Employment Rate | Adults | 73.3% | 78.3% |
| | Dislocated Workers | 82.4% | 83.4% |
| | Older Youth | 57.1% | 66.1% |
| Retention Rate | Adults | 77.0% | 76.6% |
| | Dislocated Workers | 88.4% | 85.4% |
| | Older Youth | 77.1% | 56.5% |
| | Younger Youth | 43.2% | 40.6% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$3,397 | \$3,193 |
| | Dislocated Workers | 92.0% | 93.7% |
| | Older Youth | \$2,127 | \$4,615 |
| Credential / Diploma Rate | Adults | 60.0% | 73.9% |
| | Dislocated Workers | 60.0% | 83.2% |
| | Older Youth | 42.0% | 43.9% |
| | Younger Youth | 40.0% | 42.9% |
| Skill Attainment | Younger Youth | 80.4% | 99.7% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Berrien / Cass / Van Buren | Total Participants Served | Adults | 235 |
| | | Dislocated Workers | 205 |
| | | Older Youth | 43 |
| | | Younger Youth | 222 |
| ETA Assigned # 26110 | Total Exiters | Adults | 150 |
| | | Dislocated Workers | 137 |
| | | Older Youth | 21 |
| | | Younger Youth | 97 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 88.6 |
| | Employers | 60.0 | 82.4 |
| Entered Employment Rate | Adults | 71.5% | 76.2% |
| | Dislocated Workers | 71.2% | 72.6% |
| | Older Youth | 60.7% | 78.3% |
| Retention Rate | Adults | 77.1% | 71.6% |
| | Dislocated Workers | 80.7% | 78.8% |
| | Older Youth | 66.8% | 72.4% |
| | Younger Youth | 43.2% | 51.7% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$3,131 | \$3,073 |
| | Dislocated Workers | 92.0% | 98.2% |
| | Older Youth | \$1,890 | \$2,089 |
| Credential / Diploma Rate | Adults | 50.0% | 61.9% |
| | Dislocated Workers | 57.0% | 59.8% |
| | Older Youth | 42.0% | 74.4% |
| | Younger Youth | 40.0% | 96.1% |
| Skill Attainment | Younger Youth | 80.4% | 99.0% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | | X | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Calhoun ISD | Total Participants Served | Adults | 143 |
| | | Dislocated Workers | 164 |
| | | Older Youth | 16 |
| | | Younger Youth | 152 |
| ETA Assigned # 26050 | Total Exiters | Adults | 110 |
| | | Dislocated Workers | 81 |
| | | Older Youth | 2 |
| | | Younger Youth | 36 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 85.7 |
| | Employers | 60.0 | 78.2 |
| Entered Employment Rate | Adults | 62.5% | 89.0% |
| | Dislocated Workers | 81.6% | 84.9% |
| | Older Youth | 62.5% | 100.0% |
| Retention Rate | Adults | 83.6% | 73.7% |
| | Dislocated Workers | 90.8% | 83.2% |
| | Older Youth | 74.7% | 100.0% |
| | Younger Youth | 43.2% | 47.8% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$2,235 | \$2,235 |
| | Dislocated Workers | 92.0% | 65.4% |
| | Older Youth | \$3,160 | \$3,111 |
| Credential / Diploma Rate | Adults | 46.5% | 75.6% |
| | Dislocated Workers | 60.0% | 60.9% |
| | Older Youth | 42.0% | 100.0% |
| | Younger Youth | 40.0% | 5.0% |
| Skill Attainment | Younger Youth | 73.6% | 68.2% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Capital Area | Total Participants Served | Adults | 460 |
| | | Dislocated Workers | 217 |
| | | Older Youth | 93 |
| | | Younger Youth | 120 |
| ETA Assigned # 26045 | Total Exiters | Adults | 327 |
| | | Dislocated Workers | 186 |
| | | Older Youth | 47 |
| | | Younger Youth | 54 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 80.7 |
| | Employers | 60.0 | 82.6 |
| Entered Employment Rate | Adults | 76.0% | 74.8% |
| | Dislocated Workers | 79.9% | 85.7% |
| | Older Youth | 67.7% | 63.2% |
| Retention Rate | Adults | 75.9% | 75.8% |
| | Dislocated Workers | 88.1% | 88.6% |
| | Older Youth | 79.1% | 92.9% |
| | Younger Youth | 54.2% | 55.8% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$2,419 | \$3,136 |
| | Dislocated Workers | 92.0% | 121.1% |
| | Older Youth | \$2,272 | \$2,751 |
| Credential / Diploma Rate | Adults | 60.0% | 74.8% |
| | Dislocated Workers | 60.0% | 78.2% |
| | Older Youth | 42.0% | 57.1% |
| | Younger Youth | 40.0% | 66.7% |
| Skill Attainment | Younger Youth | 69.4% | 83.9% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | | X | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Career Alliance | Total Participants Served | Adults | 1,062 |
| | | Dislocated Workers | 692 |
| | | Older Youth | 139 |
| | | Younger Youth | 847 |
| ETA Assigned # 26030 | Total Exiters | Adults | 824 |
| | | Dislocated Workers | 502 |
| | | Older Youth | 99 |
| | | Younger Youth | 433 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 85.3 |
| | Employers | 60.0 | 76.2 |
| Entered Employment Rate | Adults | 80.1% | 79.7% |
| | Dislocated Workers | 87.2% | 80.2% |
| | Older Youth | 58.6% | 79.3% |
| Retention Rate | Adults | 74.5% | 72.3% |
| | Dislocated Workers | 80.7% | 82.6% |
| | Older Youth | 69.6% | 64.7% |
| | Younger Youth | 43.2% | 26.6% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$2,170 | \$874 |
| | Dislocated Workers | 92.0% | 100.2% |
| | Older Youth | \$3,222 | \$121 |
| Credential / Diploma Rate | Adults | 60.0% | 15.1% |
| | Dislocated Workers | 60.0% | 67.7% |
| | Older Youth | 34.6% | 20.6% |
| | Younger Youth | 40.0% | 72.3% |
| Skill Attainment | Younger Youth | 77.6% | 81.4% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Central Area | Total Participants Served | Adults | 135 |
| | | Dislocated Workers | 114 |
| | | Older Youth | 25 |
| | | Younger Youth | 111 |
| ETA Assigned # 26130 | Total Exiters | Adults | 49 |
| | | Dislocated Workers | 64 |
| | | Older Youth | 10 |
| | | Younger Youth | 60 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 84.9 |
| | Employers | 60.0 | 84.9 |
| Entered Employment Rate | Adults | 85.3% | 87.2% |
| | Dislocated Workers | 80.5% | 88.3% |
| | Older Youth | 81.9% | 90.0% |
| Retention Rate | Adults | 83.0% | 78.9% |
| | Dislocated Workers | 91.0% | 80.8% |
| | Older Youth | 79.1% | 93.3% |
| | Younger Youth | 64.8% | 35.0% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$4,030 | \$3,615 |
| | Dislocated Workers | 92.0% | 81.3% |
| | Older Youth | \$2,700 | \$2,596 |
| Credential / Diploma Rate | Adults | 60.0% | 64.9% |
| | Dislocated Workers | 60.0% | 69.3% |
| | Older Youth | 42.0% | 81.3% |
| | Younger Youth | 40.0% | 50.0% |
| Skill Attainment | Younger Youth | 64.0% | 96.7% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: City of Detroit | Total Participants Served | Adults | 925 |
| | | Dislocated Workers | 515 |
| | | Older Youth | 304 |
| | | Younger Youth | 3,265 |
| ETA Assigned # 26010 | Total Exiters | Adults | 431 |
| | | Dislocated Workers | 190 |
| | | Older Youth | 150 |
| | | Younger Youth | 1,149 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 84.6 |
| | Employers | 60.0 | 76.9 |
| Entered Employment Rate | Adults | 63.9% | 74.3% |
| | Dislocated Workers | 68.5% | 82.5% |
| | Older Youth | 62.7% | 84.4% |
| Retention Rate | Adults | 70.2% | 72.1% |
| | Dislocated Workers | 80.3% | 80.5% |
| | Older Youth | 86.1% | 73.2% |
| | Younger Youth | 60.4% | 32.8% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$3,176 | \$3,644 |
| | Dislocated Workers | 92.0% | 138.0% |
| | Older Youth | \$1,890 | \$5,127 |
| Credential / Diploma Rate | Adults | 51.5% | 59.2% |
| | Dislocated Workers | 60.0% | 65.0% |
| | Older Youth | 42.0% | 75.5% |
| | Younger Youth | 40.0% | No Data |
| Skill Attainment | Younger Youth | 80.4% | 100.0% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Eastern U.P. | Total Participants Served | Adults | 210 |
| | | Dislocated Workers | 131 |
| | | Older Youth | 46 |
| | | Younger Youth | 134 |
| ETA Assigned # 26115 | Total Exiters | Adults | 123 |
| | | Dislocated Workers | 85 |
| | | Older Youth | 9 |
| | | Younger Youth | 10 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 87.6 |
| | Employers | 60.0 | 80.2 |
| Entered Employment Rate | Adults | 85.3% | 77.1% |
| | Dislocated Workers | 75.0% | 70.3% |
| | Older Youth | 63.0% | 53.8% |
| Retention Rate | Adults | 76.6% | 80.6% |
| | Dislocated Workers | 93.6% | 82.8% |
| | Older Youth | 77.0% | 78.6% |
| | Younger Youth | 54.0% | 60.0% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$2,170 | \$2,325 |
| | Dislocated Workers | 92.0% | 144.9% |
| | Older Youth | \$2,700 | \$2,348 |
| Credential / Diploma Rate | Adults | 60.0% | 64.4% |
| | Dislocated Workers | 60.0% | 63.5% |
| | Older Youth | 35.0% | 47.6% |
| | Younger Youth | 40.0% | 16.7% |
| Skill Attainment | Younger Youth | 67.0% | 87.0% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Kalamazoo – St. Joseph | Total Participants Served | Adults | 218 |
| | | Dislocated Workers | 263 |
| | | Older Youth | 89 |
| | | Younger Youth | 141 |
| ETA Assigned # 26040 | Total Exiters | Adults | 128 |
| | | Dislocated Workers | 185 |
| | | Older Youth | 48 |
| | | Younger Youth | 49 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 85.7 |
| | Employers | 60.0 | 75.6 |
| Entered Employment Rate | Adults | 77.3% | 69.5% |
| | Dislocated Workers | 77.3% | 78.8% |
| | Older Youth | 44.1% | 56.3% |
| Retention Rate | Adults | 77.6% | 67.5% |
| | Dislocated Workers | 86.1% | 85.9% |
| | Older Youth | 61.7% | 66.7% |
| | Younger Youth | 47.5% | 75.0% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$4,030 | \$3,938 |
| | Dislocated Workers | 92.0% | 90.1% |
| | Older Youth | \$2,700 | \$1,547 |
| Credential / Diploma Rate | Adults | 60.0% | 52.4% |
| | Dislocated Workers | 49.3% | 60.2% |
| | Older Youth | 33.3% | 43.5% |
| | Younger Youth | 40.0% | 38.1% |
| Skill Attainment | Younger Youth | 62.5% | 81.8% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: The Job Force | Total Participants Served | Adults | 127 |
| | | Dislocated Workers | 89 |
| | | Older Youth | 36 |
| | | Younger Youth | 73 |
| ETA Assigned # 26125 | Total Exiters | Adults | 55 |
| | | Dislocated Workers | 48 |
| | | Older Youth | 13 |
| | | Younger Youth | 10 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 88.2 |
| | Employers | 60.0 | 76.3 |
| Entered Employment Rate | Adults | 63.5% | 82.7% |
| | Dislocated Workers | 62.8% | 74.8% |
| | Older Youth | 69.5% | 54.5% |
| Retention Rate | Adults | 75.6% | 67.6% |
| | Dislocated Workers | 80.7% | 58.4% |
| | Older Youth | 78.1% | 64.7% |
| | Younger Youth | 64.8% | 50.0% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$3,617 | \$2,215 |
| | Dislocated Workers | 92.0% | 117.4% |
| | Older Youth | \$2,569 | \$3,385 |
| Credential / Diploma Rate | Adults | 54.1% | 59.4% |
| | Dislocated Workers | 46.8% | 67.2% |
| | Older Youth | 42.0% | 60.9% |
| | Younger Youth | 40.0% | 0.0% |
| Skill Attainment | Younger Youth | 53.6% | 86.5% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Livingston County | Total Participants Served | Adults | 18 |
| | | Dislocated Workers | 20 |
| | | Older Youth | 1 |
| | | Younger Youth | 23 |
| ETA Assigned # 26145 | Total Exiters | Adults | 12 |
| | | Dislocated Workers | 8 |
| | | Older Youth | 1 |
| | | Younger Youth | 15 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 91.3 |
| | Employers | 60.0 | 84.4 |
| Entered Employment Rate | Adults | 85.0% | 91.3% |
| | Dislocated Workers | 87.1% | 72.0% |
| | Older Youth | 63.0% | 100.0% |
| Retention Rate | Adults | 86.4% | 91.7% |
| | Dislocated Workers | 93.6% | 88.9% |
| | Older Youth | 77.0% | 100.0% |
| | Younger Youth | 54.0% | 75.0% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$4,030 | \$4,805 |
| | Dislocated Workers | 92.0% | 84.1% |
| | Older Youth | \$2,700 | \$7,200 |
| Credential / Diploma Rate | Adults | 60.0% | 84.6% |
| | Dislocated Workers | 60.0% | 66.7% |
| | Older Youth | 35.0% | 75.0% |
| | Younger Youth | 40.0% | 30.8% |
| Skill Attainment | Younger Youth | 67.0% | 88.7% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Macomb/St. Clair | Total Participants Served | Adults | 234 |
| | | Dislocated Workers | 333 |
| | | Older Youth | 42 |
| | | Younger Youth | 180 |
| ETA Assigned # 26015 | Total Exiters | Adults | 80 |
| | | Dislocated Workers | 141 |
| | | Older Youth | 34 |
| | | Younger Youth | 41 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 84.0 |
| | Employers | 60.0 | 76.5 |
| Entered Employment Rate | Adults | 60.0% | 71.3% |
| | Dislocated Workers | 80.6% | 82.4% |
| | Older Youth | 73.6% | 71.4% |
| Retention Rate | Adults | 79.9% | 83.9% |
| | Dislocated Workers | 86.4% | 84.9% |
| | Older Youth | 89.3% | 86.7% |
| | Younger Youth | 64.8% | 66.7% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$2,774 | \$4,465 |
| | Dislocated Workers | 92.0% | 113.0% |
| | Older Youth | \$1,890 | \$5,846 |
| Credential / Diploma Rate | Adults | 43.3% | 58.3% |
| | Dislocated Workers | 60.0% | 59.8% |
| | Older Youth | 42.0% | 47.6% |
| | Younger Youth | 40.0% | 26.7% |
| Skill Attainment | Younger Youth | 53.6% | 82.1% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Muskegon County | Total Participants Served | Adults | 804 |
| | | Dislocated Workers | 102 |
| | | Older Youth | 148 |
| | | Younger Youth | 21 |
| ETA Assigned # 26055 | Total Exiters | Adults | 771 |
| | | Dislocated Workers | 68 |
| | | Older Youth | 140 |
| | | Younger Youth | 1 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 84.1 |
| | Employers | 60.0 | 85.2 |
| Entered Employment Rate | Adults | 71.0% | 91.6% |
| | Dislocated Workers | 86.0% | 91.1% |
| | Older Youth | 81.9% | 70.6% |
| Retention Rate | Adults | 81.3% | 79.9% |
| | Dislocated Workers | 86.9% | 84.4% |
| | Older Youth | 91.3% | 78.3% |
| | Younger Youth | 64.8% | 75.0% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$3,618 | \$3,362 |
| | Dislocated Workers | 92.0% | 112.2% |
| | Older Youth | \$3,445 | \$1,550 |
| Credential / Diploma Rate | Adults | 60.0% | 49.6% |
| | Dislocated Workers | 60.0% | 66.3% |
| | Older Youth | 42.0% | 37.9% |
| | Younger Youth | 40.0% | No Data |
| Skill Attainment | Younger Youth | 80.4% | 0.0% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Northeast | Total Participants Served | Adults | 242 |
| | | Dislocated Workers | 162 |
| | | Older Youth | 33 |
| | | Younger Youth | 295 |
| ETA Assigned # 26060 | Total Exiters | Adults | 62 |
| | | Dislocated Workers | 56 |
| | | Older Youth | 13 |
| | | Younger Youth | 91 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 85.2 |
| | Employers | 60.0 | 75.5 |
| Entered Employment Rate | Adults | 56.9% | 80.0% |
| | Dislocated Workers | 75.0% | 84.6% |
| | Older Youth | 50.0% | 66.7% |
| Retention Rate | Adults | 72.2% | 76.9% |
| | Dislocated Workers | 76.6% | 78.8% |
| | Older Youth | 61.6% | 86.7% |
| | Younger Youth | 64.8% | 61.5% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$3,382 | \$2,065 |
| | Dislocated Workers | 92.0% | 126.4% |
| | Older Youth | \$1,890 | \$3,783 |
| Credential / Diploma Rate | Adults | 40.0% | 58.8% |
| | Dislocated Workers | 60.0% | 61.7% |
| | Older Youth | 33.3% | 65.0% |
| | Younger Youth | 40.0% | 65.9% |
| Skill Attainment | Younger Youth | 53.6% | 94.6% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Northwest | Total Participants Served | Adults | 180 |
| | | Dislocated Workers | 242 |
| | | Older Youth | 21 |
| | | Younger Youth | 125 |
| ETA Assigned # 26105 | Total Exiters | Adults | 69 |
| | | Dislocated Workers | 108 |
| | | Older Youth | 5 |
| | | Younger Youth | 11 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 89.4 |
| | Employers | 60.0 | 84.7 |
| Entered Employment Rate | Adults | 71.4% | 93.3% |
| | Dislocated Workers | 85.1% | 91.8% |
| | Older Youth | 63.4% | 52.4% |
| Retention Rate | Adults | 79.0% | 72.5% |
| | Dislocated Workers | 88.1% | 89.5% |
| | Older Youth | 76.3% | 75.0% |
| | Younger Youth | 64.8% | 55.1% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$2,170 | \$1,475 |
| | Dislocated Workers | 92.0% | 103.6% |
| | Older Youth | \$2,846 | \$2,544 |
| Credential / Diploma Rate | Adults | 50.0% | 45.3% |
| | Dislocated Workers | 60.0% | 68.1% |
| | Older Youth | 28.0% | 39.5% |
| | Younger Youth | 40.0% | 25.0% |
| Skill Attainment | Younger Youth | 61.1% | 97.5% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Oakland County | Total Participants Served | Adults | 298 |
| | | Dislocated Workers | 336 |
| | | Older Youth | 46 |
| | | Younger Youth | 404 |
| ETA Assigned # 26170 | Total Exiters | Adults | 130 |
| | | Dislocated Workers | 130 |
| | | Older Youth | 13 |
| | | Younger Youth | 169 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 88.2 |
| | Employers | 60.0 | 87.3 |
| Entered Employment Rate | Adults | 75.3% | 81.1% |
| | Dislocated Workers | 80.5% | 87.8% |
| | Older Youth | 56.5% | 60.0% |
| Retention Rate | Adults | 79.8% | 83.5% |
| | Dislocated Workers | 84.6% | 86.1% |
| | Older Youth | 72.0% | 70.0% |
| | Younger Youth | 59.4% | 59.0% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$3,929 | \$4,526 |
| | Dislocated Workers | 92.0% | 94.4% |
| | Older Youth | \$1,890 | \$4,233 |
| Credential / Diploma Rate | Adults | 51.2% | 61.1% |
| | Dislocated Workers | 60.0% | 80.8% |
| | Older Youth | 31.2% | 50.0% |
| | Younger Youth | 40.0% | 42.1% |
| Skill Attainment | Younger Youth | 65.1% | 99.2% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | | X | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Ottawa County | Total Participants Served | Adults | 96 |
| | | Dislocated Workers | 126 |
| | | Older Youth | 11 |
| | | Younger Youth | 54 |
| ETA Assigned # 26165 | Total Exiters | Adults | 44 |
| | | Dislocated Workers | 68 |
| | | Older Youth | 5 |
| | | Younger Youth | 12 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 89.0 |
| | Employers | 60.0 | 66.0 |
| Entered Employment Rate | Adults | 82.2% | 80.9% |
| | Dislocated Workers | 77.0% | 81.2% |
| | Older Youth | 63.0% | 71.4% |
| Retention Rate | Adults | 75.8% | 82.4% |
| | Dislocated Workers | 93.6% | 91.6% |
| | Older Youth | 92.4% | 87.5% |
| | Younger Youth | 54.0% | 83.3% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$2,359 | \$3,174 |
| | Dislocated Workers | 92.0% | 78.1% |
| | Older Youth | \$2,700 | \$1,962 |
| Credential / Diploma Rate | Adults | 56.2% | 67.3% |
| | Dislocated Workers | 60.0% | 75.0% |
| | Older Youth | 42.0% | 58.3% |
| | Younger Youth | 40.0% | 50.0% |
| Skill Attainment | Younger Youth | 67.0% | 78.3% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Region 7B | Total Participants Served | Adults | 77 |
| | | Dislocated Workers | 87 |
| | | Older Youth | 37 |
| | | Younger Youth | 241 |
| ETA Assigned # 26095 | Total Exiters | Adults | 34 |
| | | Dislocated Workers | 19 |
| | | Older Youth | 23 |
| | | Younger Youth | 34 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 87.5 |
| | Employers | 60.0 | 77.1 |
| Entered Employment Rate | Adults | 64.1% | 84.9% |
| | Dislocated Workers | 74.0% | 89.2% |
| | Older Youth | 53.8% | 76.5% |
| Retention Rate | Adults | 64.3% | 73.6% |
| | Dislocated Workers | 89.1% | 86.7% |
| | Older Youth | 64.3% | 66.7% |
| | Younger Youth | 64.8% | 41.7% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$3,374 | \$3,223 |
| | Dislocated Workers | 92.0% | 111.5% |
| | Older Youth | \$2,015 | \$1,543 |
| Credential / Diploma Rate | Adults | 47.3% | 66.7% |
| | Dislocated Workers | 60.0% | 81.7% |
| | Older Youth | 42.0% | 47.4% |
| | Younger Youth | 40.0% | 14.3% |
| Skill Attainment | Younger Youth | 72.5% | 88.4% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Saginaw / Midland / Bay | Total Participants Served | Adults | 199 |
| | | Dislocated Workers | 77 |
| | | Older Youth | 113 |
| | | Younger Youth | 735 |
| ETA Assigned # 26020 | Total Exiters | Adults | 59 |
| | | Dislocated Workers | 27 |
| | | Older Youth | 11 |
| | | Younger Youth | 92 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 86.5 |
| | Employers | 60.0 | 77.3 |
| Entered Employment Rate | Adults | 66.8% | 70.5% |
| | Dislocated Workers | 83.3% | 87.8% |
| | Older Youth | 50.0% | 59.4% |
| Retention Rate | Adults | 74.8% | 79.9% |
| | Dislocated Workers | 82.6% | 87.0% |
| | Older Youth | 61.6% | 70.8% |
| | Younger Youth | 44.9% | 63.3% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$4,030 | \$2,904 |
| | Dislocated Workers | 92.0% | 104.0% |
| | Older Youth | \$1,890 | \$2,420 |
| Credential / Diploma Rate | Adults | 54.2% | 55.5% |
| | Dislocated Workers | 59.4% | 70.5% |
| | Older Youth | 29.2% | 46.2% |
| | Younger Youth | 40.0% | 31.3% |
| Skill Attainment | Younger Youth | 53.6% | 91.9% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: South Central | Total Participants Served | Adults | 97 |
| | | Dislocated Workers | 52 |
| | | Older Youth | 39 |
| | | Younger Youth | 248 |
| ETA Assigned # 26080 | Total Exiters | Adults | 62 |
| | | Dislocated Workers | 37 |
| | | Older Youth | 10 |
| | | Younger Youth | 37 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 78.2 |
| | Employers | 60.0 | 73.8 |
| Entered Employment Rate | Adults | 73.2% | 77.3% |
| | Dislocated Workers | 81.0% | 87.5% |
| | Older Youth | 63.0% | 50.0% |
| Retention Rate | Adults | 73.3% | 75.0% |
| | Dislocated Workers | 90.1% | 94.8% |
| | Older Youth | 77.0% | 66.7% |
| | Younger Youth | 55.4% | 52.0% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$2,232 | \$2,604 |
| | Dislocated Workers | 92.0% | 124.2% |
| | Older Youth | \$2,700 | \$2,116 |
| Credential / Diploma Rate | Adults | 49.1% | 72.8% |
| | Dislocated Workers | 60.0% | 83.0% |
| | Older Youth | 42.0% | 38.9% |
| | Younger Youth | 40.0% | 18.8% |
| Skill Attainment | Younger Youth | 53.6% | 70.8% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: SEMCA | Total Participants Served | Adults | 468 |
| | | Dislocated Workers | 348 |
| | | Older Youth | 29 |
| | | Younger Youth | 210 |
| ETA Assigned # 26155 | Total Exiters | Adults | 294 |
| | | Dislocated Workers | 204 |
| | | Older Youth | 5 |
| | | Younger Youth | 28 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 75.2 |
| | Employers | 60.0 | 76.8 |
| Entered Employment Rate | Adults | 76.0% | 76.7% |
| | Dislocated Workers | 82.2% | 83.5% |
| | Older Youth | 71.0% | 60.0% |
| Retention Rate | Adults | 77.0% | 78.0% |
| | Dislocated Workers | 87.1% | 94.5% |
| | Older Youth | 85.6% | 81.3% |
| | Younger Youth | 43.2% | 57.1% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$4,030 | \$3,674 |
| | Dislocated Workers | 92.0% | 89.4% |
| | Older Youth | \$3,510 | \$1,592 |
| Credential / Diploma Rate | Adults | 51.5% | 48.5% |
| | Dislocated Workers | 60.0% | 59.4% |
| | Older Youth | 42.0% | 40.7% |
| | Younger Youth | 40.0% | 11.1% |
| Skill Attainment | Younger Youth | 80.4% | 93.9% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Thumb Area | Total Participants Served | Adults | 431 |
| | | Dislocated Workers | 299 |
| | | Older Youth | 71 |
| | | Younger Youth | 13 |
| ETA Assigned # 26120 | Total Exiters | Adults | 71 |
| | | Dislocated Workers | 74 |
| | | Older Youth | 15 |
| | | Younger Youth | 0 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 86.8 |
| | Employers | 60.0 | 76.0 |
| Entered Employment Rate | Adults | 64.1% | 71.4% |
| | Dislocated Workers | 70.7% | 81.5% |
| | Older Youth | 61.3% | 78.9% |
| Retention Rate | Adults | 78.0% | 82.3% |
| | Dislocated Workers | 81.6% | 83.2% |
| | Older Youth | 80.1% | 90.6% |
| | Younger Youth | 43.2% | 75.0% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$2,718 | \$3,380 |
| | Dislocated Workers | 92.0% | 100.1% |
| | Older Youth | \$2,700 | \$2,633 |
| Credential / Diploma Rate | Adults | 40.0% | 50.9% |
| | Dislocated Workers | 56.3% | 54.3% |
| | Older Youth | 28.0% | 53.7% |
| | Younger Youth | 40.0% | No Data |
| Skill Attainment | Younger Youth | 53.6% | 88.9% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | | X | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Washtenaw County | Total Participants Served | Adults | 62 |
| | | Dislocated Workers | 74 |
| | | Older Youth | 9 |
| | | Younger Youth | 9 |
| ETA Assigned # 26150 | Total Exiters | Adults | 17 |
| | | Dislocated Workers | 43 |
| | | Older Youth | 4 |
| | | Younger Youth | 0 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 85.1 |
| | Employers | 60.0 | 68.3 |
| Entered Employment Rate | Adults | 75.0% | 78.1% |
| | Dislocated Workers | 80.4% | 91.7% |
| | Older Youth | 63.0% | 71.4% |
| Retention Rate | Adults | 73.1% | 72.3% |
| | Dislocated Workers | 89.7% | 95.5% |
| | Older Youth | 77.0% | 85.7% |
| | Younger Youth | 47.9% | 52.9% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$3,416 | \$3,615 |
| | Dislocated Workers | 92.0% | 142.8% |
| | Older Youth | \$2,700 | \$4,257 |
| Credential / Diploma Rate | Adults | 57.1% | 62.2% |
| | Dislocated Workers | 49.2% | 78.6% |
| | Older Youth | 35.0% | 33.3% |
| | Younger Youth | 40.0% | No Data |
| Skill Attainment | Younger Youth | 64.7% | 0.0% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: West Central | Total Participants Served | Adults | 197 |
| | | Dislocated Workers | 84 |
| | | Older Youth | 39 |
| | | Younger Youth | 172 |
| ETA Assigned # 26100 | Total Exiters | Adults | 126 |
| | | Dislocated Workers | 35 |
| | | Older Youth | 17 |
| | | Younger Youth | 81 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 85.2 |
| | Employers | 60.0 | 84.8 |
| Entered Employment Rate | Adults | 72.6% | 83.6% |
| | Dislocated Workers | 82.4% | 82.5% |
| | Older Youth | 72.4% | 63.6% |
| Retention Rate | Adults | 74.8% | 74.5% |
| | Dislocated Workers | 80.3% | 85.1% |
| | Older Youth | 64.3% | 80.0% |
| | Younger Youth | 43.2% | 57.4% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$3,498 | \$2,991 |
| | Dislocated Workers | 92.0% | 125.7% |
| | Older Youth | \$2,769 | \$83 |
| Credential / Diploma Rate | Adults | 59.3% | 67.0% |
| | Dislocated Workers | 53.6% | 74.5% |
| | Older Youth | 28.0% | 43.5% |
| | Younger Youth | 40.0% | 38.9% |
| Skill Attainment | Younger Youth | 53.6% | 94.1% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

TABLE O – LOCAL PERFORMANCE

| | | | |
|--|------------------------------|---------------------------------|-----------------------------|
| Local Area Name: Western U.P. | Total Participants Served | Adults | 359 |
| | | Dislocated Workers | 118 |
| | | Older Youth | 64 |
| | | Younger Youth | 180 |
| ETA Assigned # 26090 | Total Exiters | Adults | 198 |
| | | Dislocated Workers | 57 |
| | | Older Youth | 36 |
| | | Younger Youth | 102 |
| | | | |
| | | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction | Program Participant | 65.0 | 90.5 |
| | Employers | 60.0 | 77.8 |
| Entered Employment Rate | Adults | 56.9% | 66.3% |
| | Dislocated Workers | 68.0% | 66.7% |
| | Older Youth | 44.1% | 73.7% |
| Retention Rate | Adults | 82.5% | 72.2% |
| | Dislocated Workers | 76.6% | 80.4% |
| | Older Youth | 61.6% | 80.8% |
| | Younger Youth | 64.8% | 37.1% |
| Earnings Change / Replacement Rate in Six Months | Adults | \$2,715 | \$3,313 |
| | Dislocated Workers | 92.0% | 184.6% |
| | Older Youth | \$2,941 | \$5,001 |
| Credential / Diploma Rate | Adults | 50.0% | 53.4% |
| | Dislocated Workers | 55.3% | 58.7% |
| | Older Youth | 42.0% | 54.3% |
| | Younger Youth | 40.0% | 14.3% |
| Skill Attainment | Younger Youth | 80.4% | 83.8% |
| | | | |
| Other State Indicators | | None | None |
| | | | |
| Overall Status of Local Performance | Not Met | Met | Exceeded |
| | X | | |

Attachment I

Area Community Service Employment and Training (ACSET) Council

| | | |
|---------|--|--|
| Allegan | Allegan County Workforce Center | 2891 116 th Avenue Allegan, MI 49010-9004 (616) 686-5079 |
| Kent | Unemployment Agency and Michigan Works! | 3391 Plainfield Ave., N.E. Grand Rapids, MI 49525 (616) 336-4460 |
| Kent | Michigan Works! Customer Services Unit | Sheldon Complex-Lower Level 121 Franklin SE Grand Rapids, MI 49507 (616) 336-4040 |

Office of Michigan Works! Berrien-Cass-Van Buren

| | | |
|-----------|--|---|
| Berrien | Michigan Works! Employment and Resource Center-Vincent Place | 185 East Main Street Benton Harbor, MI 49022 (616) 927-1799 |
| Berrien | Michigan Works! Employment and Resource Center | 1105 North Front Street Niles, MI 49120 (616) 687-9348 |
| Cass | Michigan Works! Employment and Resource Center | 601-D Front Street Dowagiac, MI 49047 (616) 782-9864 |
| Van Buren | Michigan Works! Employment and Resource Center | 950 Bailey Suite 4 South Haven, MI 49090 (616) 637-4020 |
| Van Buren | Michigan Works! Employment and Resource Center | 232 East Michigan Street Paw Paw, MI 49079 (616) 657-7014 |

Calhoun Intermediate School District

| | | |
|-------|-------------|---|
| Barry | Barry (ISD) | 535 West Woodlawn Hastings, MI 49058 (616) 945-9545 ext. 15 |
|-------|-------------|---|

| | | |
|---|--|--|
| Branch | Branch Michigan Works! Service Center | 210 Vista Drive Coldwater, MI 49036 (517) 278-0210 |
| Calhoun | Battle Creek Michigan Works! Service Center | 135 Hamblin Avenue Battle Creek, MI 49017 (616) 660-1412 |
| Calhoun | Albion Michigan Works! Service Center | 609 South Superior Street Albion, MI 49224 (517) 629-5413 |
| Capital Area Michigan Works! | | |
| Clinton | Capital Area Michigan Works! Service Center | 101 West Cass Street Suite A St. Johns, MI 48879 (989) 224-2000 |
| Eaton | Capital Area Michigan Works! Service Center | 311 West First Street Charlotte, MI 48813 (517) 541-1174 |
| Ingham | Capital Area Michigan Works! Service Center | 2110 S. Cedar Lansing, MI 48910 (517) 492-5500 |
| Michigan Works! Career Alliance | | |
| Genesee | Michigan Works! Career Alliance | 711 North Saginaw Street Suite 100 Flint, MI 48503 (810) 234-9880 |
| Shiawassee | Michigan Works! Career Alliance | 1795 West Main Street Owosso, MI 48867 (989) 729-6663 |
| Central Area Michigan Works! Consortium (CAPC) | | |
| Gratiot | Michigan Works! Service Center Gratiot-Isabella Regional Education Service District | 327 East Center Street Alma, MI 48801 (989) 466-4832 |

| | | |
|----------|--------------------------------|---|
| Ionia | Michigan Works! Service Center | 307 West Adams Street Ionia, MI 48846 (616) 527-1360 |
| Isabella | Michigan Works! Service Center | 1803 South Mission Street Mt. Pleasant, MI 48858 (989) 772-5304 |
| Montcalm | Michigan Works! Service Center | 110 South Greenville West Drive Greenville, MI 48838 (616) 754-3611 |

City of Detroit Employment and Training

| | | |
|-------|-------------------------------|--|
| Wayne | Detroit's Work Place North | 707 West Milwaukee 1 st Floor Detroit, MI 48202 (313) 873-7321 |
| Wayne | Detroit's Work Place South | 455 West Fort Street Detroit, MI 48226 (313) 962-9675 |
| Wayne | SER Metro, Inc. | 9301 Michigan Avenue Detroit, MI 48210 (313) 846-2240 ext. 255 |
| Wayne | DEC2K One Stop Service Center | 15400 Grand River Detroit, MI 48218 (313) 659-0890 |
| Wayne | Samaritan Center | 5555 Conner Detroit, MI 48218 (313) 579-4900 |

Eastern Upper Peninsula Michigan Works!

| | | |
|----------|-----------------|--|
| Chippewa | Michigan Works! | 1118 East Easterday Avenue Sault Ste. Marie, MI 49783 (906) 635-1752 |
|----------|-----------------|--|

Kalamazoo/St. Joseph Michigan Works! Upjohn Institute

| | | |
|------------|---|--|
| Kalamazoo | Michigan Works! Service Center | 1601 South Burdick Street Kalamazoo, MI 49001 (616) 383-2536 |
| St. Joseph | Michigan Works! Service Center Employment and Training Connections | 222 Enterprise Drive Three Rivers, MI 49093 (616) 273-2717 |

Michigan Works! The Job Force

| | | |
|-----------|--------------------------------|---|
| Delta | Michigan Works! Service Center | 2831 North Lincoln Road Escanaba, MI 49829 (906) 789-9732 |
| Dickinson | Michigan Works! Service Center | 200 Fairbanks Iron Mountain, MI 49801 (906) 774-3647 |
| Marquette | Michigan Works! Service Center | 1498 Odovero Marquette, MI 49855 (906) 228-3075 |
| Menominee | Michigan Works! Service Center | 2604 Tenth Avenue Menominee, MI 49858 (906) 863-9957 |

Livingston County Job Training Services

| | | |
|------------|--|---|
| Livingston | Livingston County Job Training Services | 1255 East Grand River Avenue Howell, MI 48843 (517) 546-7450 |
|------------|--|---|

Macomb/St.Clair Workforce Development Board

| | | |
|--------|--------------------------------|--|
| Macomb | Michigan Works! Service Center | 43630 Hayes Suite 100 Clinton Township, MI 48038 (586) 263-1501 |
| Macomb | Michigan Works! Service Center | 75 N. River Road Mt. Clemens, MI 48043 (810) 469-7702 |

| | | |
|-----------|--------------------------------|---|
| Macomb | Michigan Works! Service Center | 15950 12 Mile Road Roseville, MI 48066 (586) 447-9200 |
| St. Clair | Michigan Works! Service Center | 100 McMorran, 6 th Floor Port Huron, MI 48060 (810) 966-3300 |

Muskegon/Oceana Consortium

| | | |
|----------|---|---|
| Muskegon | Michigan Works! Muskegon Heights Workforce Development Center | Mailing Address: 2920 Leahy Service Center Location: 2913 Hoyt Street Muskegon Heights, MI 49444 (231) 739-2247 |
| Muskegon | Michigan Works! Family Services Workforce | 1516 Peck Street Muskegon, MI 49441 (231) 726-2626 |
| Muskegon | Michigan Works! White Lake Workforce Development Center | 541 East Slocum Street Whitehall, MI 49461 (231) 893-0515 |
| Muskegon | Michigan Works! Goodwill Industries Workforce Development Center | 2548 Henry Street Muskegon, MI 49441 (231) 739-9010 |
| Muskegon | Michigan Works! Orchard View Workforce Development Center | 1550 East Laketon Avenue Muskegon, MI 49442 (231) 760-1474 |
| Oceana | Michigan Works! Oceana Employment and Training Workforce Development Center | 169 North Michigan Avenue Shelby, MI 49455 (231) 861-2073 |

Northeast Michigan Consortium

| | | |
|--------|-----------------|---|
| Alcona | Michigan Works! | 202 S. 2 nd Street, Suite B P.O. Box 316 Lincoln, MI 48742 (989) 736-6082 |
|--------|-----------------|---|

| | | |
|--|---|--|
| Alpena | Michigan Works! | 315 West Chisholm Alpena, MI 49707 (989) 356-3339 |
| Cheboygan | Michigan Works! | 825 South Huron, Suite 5 P.O. Box 5217 Cheboygan, MI 49721 (231) 627-4303 |
| Crawford | Michigan Works! | 2405 South Grayling Road P.O. Box 333 Grayling, MI 49738 (989) 348-8709 |
| Montmorency | Michigan Works! | Elkland Center 12519 State Street, P.O. Box 836 Atlanta, MI 49709 (989) 785-4054 |
| Oscoda | Michigan Works! | 1329 South Mt. Tom Street P.O. Box 608 Mio, MI 48647 (989) 826-6107 |
| Otsego | Michigan Works! | 111 South Michigan P.O. Box 1220 Gaylord, MI 49736 (989) 732-3886 |
| Presque Isle | Michigan Works! | 20709 State Street P.O. Box 711 Onaway, MI 49765 (989) 733-8548 |
| Northwest Michigan Council of Governments | | |
| Antrim | Northwest Michigan Works! Service Center | 205 Grove Street Mancelona, MI 49659 1-800-422-1074 |
| Benzie | Northwest Michigan Works! Service Center | 6051 Frankfort Highway Suite 400 Benzonia, MI 49616 1-800-442-1074 |

| | | |
|----------------|---|--|
| Charlevoix | Northwest Michigan Works! Service Center | 12705 U.S. 31 North Charlevoix, MI 49270 (231) 457-5083 1-800-442-1074 |
| Emmet | Northwest Michigan Works! Service Center | 2225 Summit Park Drive Petoskey, MI 49770 (231) 347-5150 1-800-442-1074 |
| Grand Traverse | Northwest Michigan Works! Service Center | 1209-C South Garfield Road Traverse City, MI 49686 1-800-442-1074 |
| Kalkaska | Northwest Michigan Works! Service Center | 103 Third Street Kalkaska, MI 49646 1-800-442-1074 |
| Manistee | Northwest Michigan Works! Service Center | 1660 U.S. 31 South Manistee, MI 49660 (231) 723-2535 1-800-442-1074 |
| Wexford | Northwest Michigan Works! Service Center | 1909 North Mitchell Street Cadillac, MI 49601 (231) 775-3408 1-800-442-1074 |

Oakland County Michigan Works!

| | | |
|---------|-----------------------------|--|
| Oakland | Walled Lake Career Center | 615 North Pontiac Trail Walled Lake, MI 48390 (248) 960-8672 |
| Oakland | North Oakland Career Center | 1370 S. Lapeer Road Oxford, MI 48371 (248) 969-2399 |
| Oakland | Waterford Career Center | 1150 Scott Lake Road Waterford, MI 48328 (248) 738-4756 |
| Oakland | Troy Career Center | 201 West Square Lake Road Troy, MI 48098 (248) 879-7586 |

| | | |
|---------|-----------------------------------|--|
| Oakland | Southfield Career Center | 21030 Indian Southfield, MI 48034 (248) 945-5100 |
| Oakland | Oak Park Career Center | 22180 Parklawn Room 111 Oak Park, MI 48237 (248) 691-8437 |
| Oakland | North Oakland Career Center-Holly | 115 Battle Alley Holly, MI 48442 (248) 634-0250 |
| Oakland | North Oakland Career Center | 2218 S. Milford Road Highland, MI 48358 (248) 684-8160 |
| Oakland | Ferndale Career Center | 713 East Nine Mile Road Ferndale, MI 48220 (248) 545-0222 |
| Oakland | Job Link Career Center | 1839 North Perry Street Pontiac, MI 48340 (248) 276-9470 |

Ottawa County Michigan Works!

| | | |
|--------|---|--|
| Ottawa | Job Connections Michigan Works! Service Center | 710 Chicago Drive, Suite 310 Holland, MI 49424 (616) 396-2154 |
| Ottawa | Job Connections Michigan Works! Service Center | 1830-G 172 nd Avenue Grand Haven, MI 49417 (616) 296-0795 |

Region 7B Michigan Works! Agency

| | | |
|---------|-----------------|--|
| Arenac | Michigan Works! | 4480 West M-61 Standish, MI 48658 (989) 846-2111 |
| Clare | Michigan Works! | 402 North First Street Harrison, MI 48625 (989) 539-2173 |
| Gladwin | Michigan Works! | 150 Commerce Court Gladwin, MI 48624 (989) 426-8573 |

| | | |
|-----------|-----------------|---|
| Iosco | Michigan Works! | 5800 Skeel Avenue Oscoda, MI 48750 (989) 739-1444 |
| Ogemaw | Michigan Works! | 630 Progress West Branch, MI 48661 (989) 345-1090 |
| Roscommon | Michigan Works! | Health & Human Services Building 1015 Short Street Prudenville, MI 48651 (989) 366-8660 |

Saginaw-Midland-Bay Michigan Works!

| | | |
|----------|--------------------------------|--|
| Bay City | Michigan Works! Service Center | 1000 North Madison Bay City, MI 48708 (989) 892-1573 |
| Midland | Michigan Works! Service Center | 1409 Washington Midland, MI 48640 (989) 631-3073 |
| Saginaw | Michigan Works! Service Center | 614 Johnson Saginaw, MI 48607 (989) 776-1511 |

South Central Michigan Works!

| | | |
|---------|--|---|
| Jackson | Jackson Michigan Works! Service Center | Commonwealth Commerce Center 209 E. Washington Street Jackson, MI 49201 (517) 841-JOBS (5627) |
| Lenawee | Lenawee County Michigan Works! Service Center | Lenawee County Human Services Building 1040 S. Winter Adrian, MI 49221 (517) 266-JOBS (5627) |

Southeast Michigan Community Alliance (SEMCA)

| | | |
|--------|---|--|
| Monroe | Monroe County Employment and Training | 1531 North Telegraph Road Suite D Monroe, MI 48162 (734) 240-7959 |
| Wayne | Downriver Community Conference | 15100 Northline Road Southgate, MI 48195 (734) 281-0700 |
| Wayne | Employment and Training Design, Incorporated | 3693 Metro Place Mall Wayne, MI 48184 (734) 858-4284 |
| Wayne | Arab Community Center for Economic & Social Services (ACCESS) | 6451 Schaefer Dearborn, MI 48126 (313) 945-8380 |
| Wayne | Employment and Training Design, Inc.-Highland Park | 13700 Woodward Detroit, MI 48203 (313) 826-0299 |

Thumb Area Michigan Works! Employment and Training Consortium

| | | |
|---------|--------------------------------|--|
| Huron | Thumb Area Michigan Works! | 40 Cook Drive Bad Axe, MI 48413 (989) 269-2311 |
| Lapeer | Thumb Area Michigan Works! | 307 S. Court Street Lapeer, MI 48446 (810) 664-1680 |
| Sanilac | Sanilac County Michigan Works! | 3270 Wilson Street Room 111 Marlette, MI 48453 (989) 635-2166 |
| Tuscola | Thumb Area Michigan Works! | 1184 Cleaver Road Caro, MI 48723 (989) 673-8103 |

Washtenaw County Workforce Development Board-Employment Training and Community

| | | |
|-----------|--------------------------------|---|
| Washtenaw | Michigan Works! Service Center | 302 Harriet Street Ypsilanti, MI 48197 (313) 481-2517 |
|-----------|--------------------------------|---|

Michigan Works! West Central

| | | |
|---------|-----------------|---|
| Lake | Michigan Works! | 4459 M-37 Baldwin, MI 49304 (231) 745-2703 |
| Mason | Michigan Works! | 5722 West U.S.10 Ludington, MI 49431 (231) 843-2563 |
| Mecosta | Michigan Works! | 826 North State Big Rapids, MI 49307 (231) 796-0049 |
| Newaygo | Michigan Works! | 4747 West 48 th Street Suite 162 Fremont, MI 49412 (231) 924-3230 |
| Osceola | Michigan Works! | 240 East Church Street Reed City, MI 49677 (231) 832-3131 |

Western Upper Peninsula Manpower Consortium

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| Baraga | Michigan Works! American Legion Building | 115 North Front L'Anse, MI 49446 (906) 524-5300 |
| Gogebic | Michigan Works! | 100 West Cloverland Ironwood, MI 49938 (906) 932-4059 |
| Houghton | Michigan Works! | 1300 Memorial Drive Houghton, MI 49931 (906) 482-6916 |
| Iron | Michigan Works! | 237 East Caspian Avenue Caspian, MI 49915 (906) 265-0532 |
| Ontonagon | Michigan Works! | 906 River Street Ontonagon, MI 49953 (906) 884-4753 |

Total # of Service Centers: 103